City of Sherwood Oregon

Home of the Tualatin River National Wildlife Refuge

2014-2015 APPROVED BUDGET

www.sherwoodoregon.gov

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Sherwood

Oregon

For the Fiscal Year Beginning

July 1, 2013

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Sherwood, Oregon for its annual budget for the Fiscal year beginning July 1, 2013.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide as a financial plan, and as a communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

City of Sherwood, Oregon

22560 SW Pine Street
Sherwood, OR 97140

Approved Budget

2014-2015

Budget Committee

City Council

Mayor	Bill Middleton
Council President	Linda Henderson
Council Member	Bill Butterfield
Council Member	Krisanna Clark
Council Member	Robyn Folsom
Council Member	Dave Grant
Council Member	Matt Langer

Citizens

Chair	Timothy Carkin
Vice Chair	Lynette Waller
Citizen Member	Andrew McConnell
Citizen Member	Steve Munsterman
Citizen Member	Kimberly Rocha-Pearson
Citizen Member	Neil Shannon
Citizen Member	Brian Stecher

City Manager	Joe Gall
Finance Director/Budget Officer	Julie Blums

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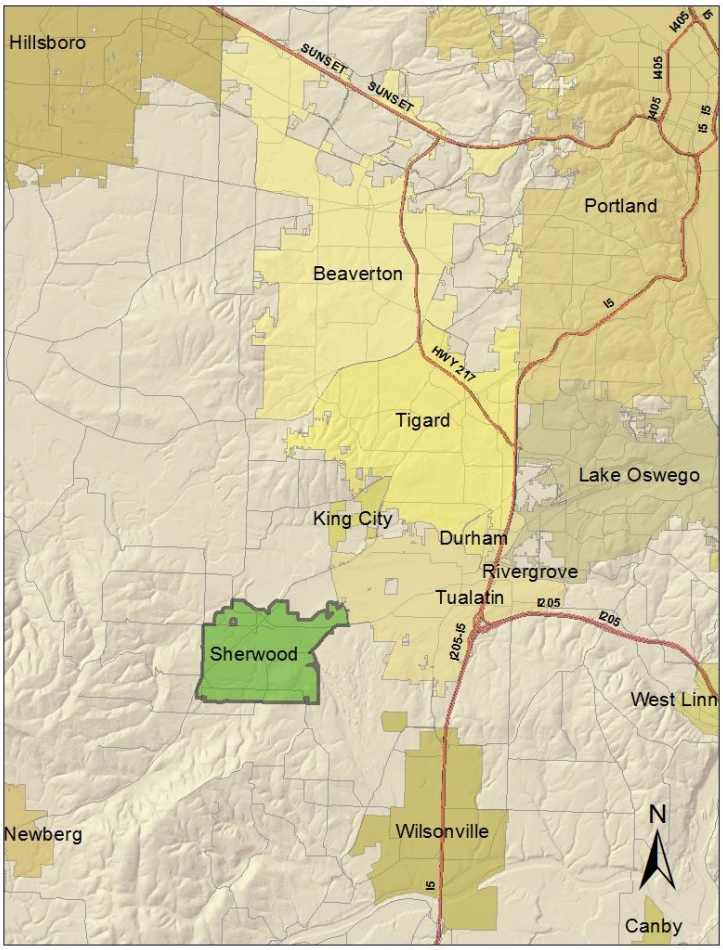
About the City

The City of Sherwood, incorporated in 1893, encompasses 4.31 square miles of land on the south edge of the Portland metropolitan area, in northwestern Oregon. Other cities that are part of or near the metro area, such as Tigard, Tualatin, and Wilsonville, are used for comparisons in this budget where data is available.

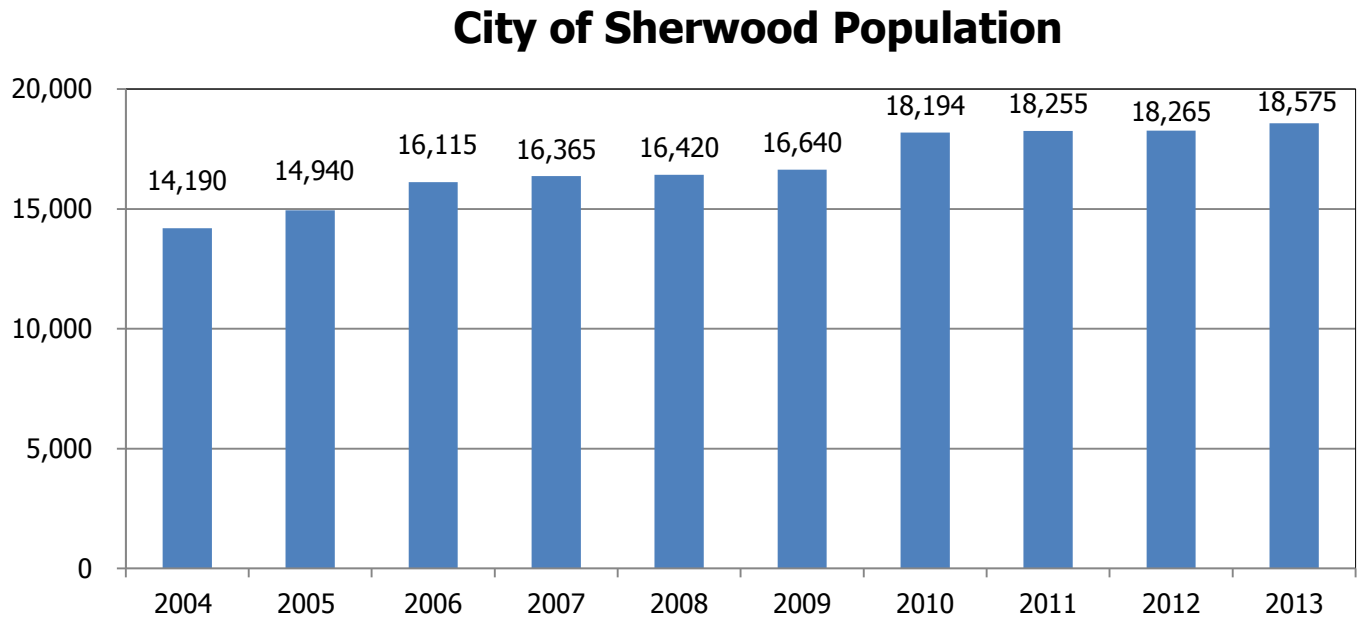


The City of Sherwood has all powers granted to municipal corporations by State statutes, including the power to issue debt, levy taxes on real property within its boundaries, and extend its corporate limits by annexation.

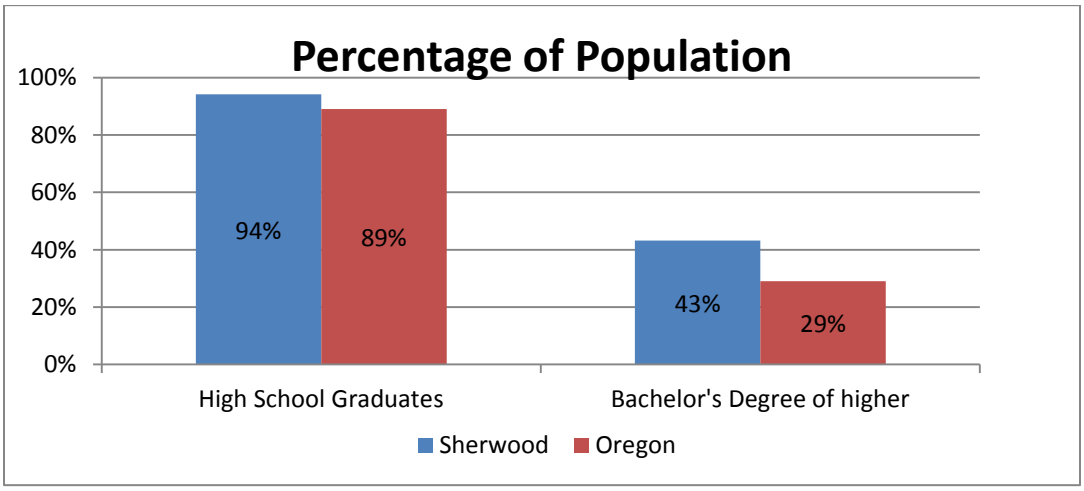
The City provides a full range of services: police protection; library; construction and maintenance of streets, parks, and utility infrastructure; recreational activities and cultural events; current and long-range planning; development review; and building permits and construction inspection. Senior services are provided by a nonprofit organization, housed in the City-owned Senior Center. Certain services are provided by or in cooperation with regional organizations. Fire protection is through Tualatin Valley Fire and Rescue, a separate regional entity. Sherwood owns and operates a water distribution system and, jointly with the City of Wilsonville, a water treatment plant. The City owns and operates the sanitary sewer and storm water collection facilities. Sanitary sewer treatment is by Clean Water Services, a regional authority. Electricity, Telephone service, and trash disposal are provided by private businesses. Sherwood is part of School District 88J.

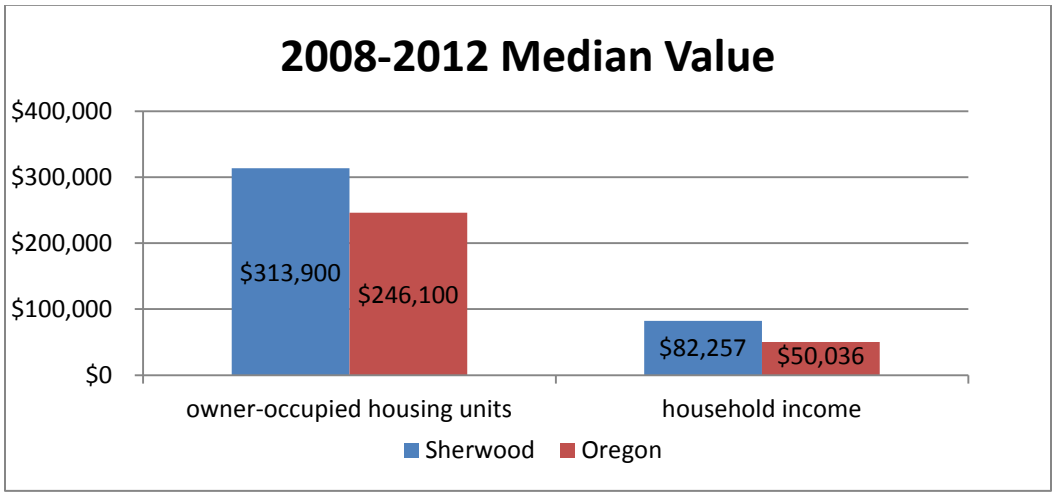
Sherwood is governed by a City Council comprised of an elected Mayor and six Councilors. The City Council exercises policy-making and legislative authority and is responsible for City legislation, adopting the budget, appointing committees, and hiring the City Manager. The Mayor serves a two year term. Councilors serve for four years, with three of the six Councilor's terms expiring in each biennial election. The City Manager is responsible for carrying out the day-to-day operations of the City.

According to Portland State University's Population Research Center the City's population as of July 1, 2013 was 18,575, and is predicted to increase by 200 people per year for the next several years.



Roughly one third of Sherwood's population is under the age of 18 and 50.3% of the population is female. Sherwood has an average of three people per household as compared to 2.5 in Oregon as a whole.

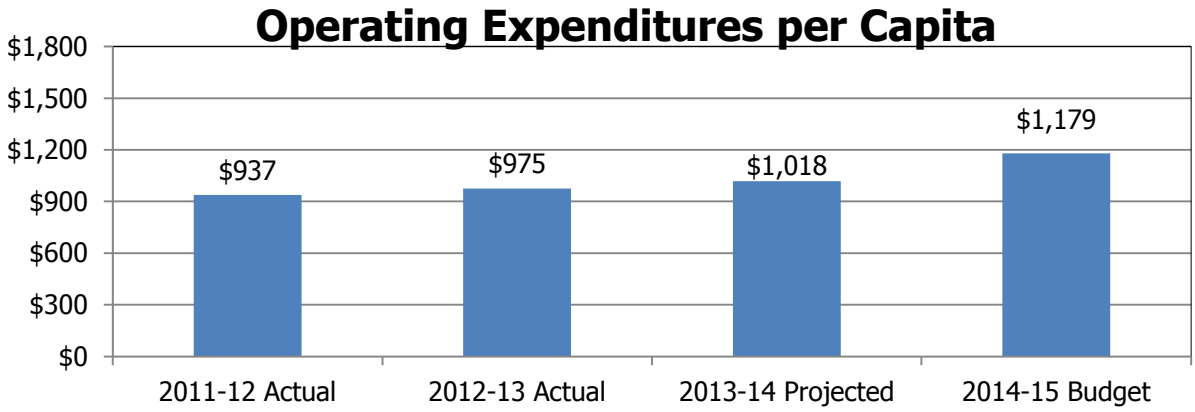




In December 2002, the Metropolitan Service District, the regional land use planning entity, added about 300 acres to the City's Urban Growth Boundary (UGB). Planning for future land uses, civic services, and infrastructure improvements has begun. Annexation requires voter approval.

Sherwood is in the Portland, Oregon – Vancouver, Washington metropolitan area. The economy of the metro area is broad and well diversified. According to the US Census data, Sherwood's top three industries by the number of employees are retail, manufacturing, and food services/sales. 31.8% of the businesses in Sherwood are owned by women.

City wide operating costs are budgeted to increase 17% in FY14-15. Population increased by 310 people resulting in an increase in cost per capita for our citizens.



Sherwood has an Urban Renewal Agency (URA) which undertakes activities and projects in the portion of the City designated as the Urban Renewal District. Although the Sherwood City Council is the Board of Directors for the URA, the URA is a distinct municipal corporation and its budget is a separate document.

The City's fiscal year begins July 1 and ends June 30.

Current information about services and projects can be found at www.sherwoodoregon.gov

BLACK BIRD COFFEE & TEA
BBC
The Times

Fiscal Year 2014-15
City Manager's Budget Message

May 2, 2014

The Honorable Mayor Bill Middleton
Members of the Sherwood City Council
Members of the Sherwood Budget Committee

As City Manager for the City of Sherwood, it is my pleasure to present the proposed Fiscal Year 2014-15 budget for the City of Sherwood. This proposed budget is submitted as required by Chapter 294 of the Oregon Revised Statutes and Chapter VIII, Section 33.e.6 of the Sherwood Municipal Code. As an important reminder to citizens reviewing this proposed budget, state budget law provides for three levels of review and scrutiny of this budget: the City Manager, the Budget Committee, and the City Council. At any step in this process, the reviewing body can alter the proposed budget if they believe it is in the best interests of the City of Sherwood. We are excited to be able to maintain a fiscally responsible budget, while continuing to provide the quality of public services our citizens have come to enjoy and expect from the City.

In January 2014, the League of Oregon Cities released their annual report called the "State of the Cities" in Oregon. The concluding paragraph of this report states that:

Cities Slowly Recovering, but Challenges Remain

The so-called Great Recession will have a lingering effect on city finances for years to come. Many cities cut or reduced important quality-of-life services and may not be able to add them back soon, if ever. And the backlog of deferred maintenance and delayed infrastructure projects promises to be more expensive than if undertaken on time. Add to this depleted reserve balances and cities have large holes to fill and little to fall back on.

In sum, cities are emerging from the worst challenges of the Great Recession, but still facing many others.

As we continue to recover from the depths of the most recent recession, the financial health of the City of Sherwood is in many cases, better off than many of our municipal neighbors in Oregon. Our fund balance at the end of FY14-15 is projected to be at 28% of our operating revenue. This is 8% higher than the Council's conservative goal of 20%. The 8% difference will be used conservatively in future years on one-time expenditures and not for ongoing operations. Both commercial and residential development has experienced a strong rebound in the past year. Revenues have come in much higher than expected; however, this quick paced high growth is not sustainable in the long term. Therefore we are evaluating the known and potential development and estimating when they might happen.

<u>Oregon's Short-Term Economic Forecast</u>
Sherwood is not an island unto itself and it is important to briefly discuss the general health of Oregon's economy overall. The latest state economic forecast states that:

In Oregon, the economy has already experienced an acceleration in job growth in 2013. This was largely expected as the housing market and industry rebounded and the public sector cuts slowed across the state. As a result, more regions of the state began adding jobs. The question then becomes: Can the state expect a further increase in the rate of growth?

The likely answer is yes. Early in recovery, the Portland metropolitan area was responsible for nearly all jobs gained statewide. This changed in 2013. Portland continued to add jobs at a steady and healthy rate; however other areas including Bend and Medford began adding jobs as well. In the past few months, Bend and Medford have slowed as the nationwide housing rebound stalled. These metros are among the most heavily influenced by an influx of migrants and housing activity, so as the broader housing rebound slowed, so too did Bend and Medford. Statewide growth did not decelerate along with these two areas however, since private sector job gains in the Salem area accelerated strongly to pick up the slack. All told, the 2013 acceleration in job growth was expected. However, not all regions of the state are on board yet. In particular, Eugene has further room for growth, as do many of the state's more rural areas. Looking forward to 2014 and 2015, as growth prospects improve for the underlying economy, and with all of Oregon's regions adding jobs, growth is likely to pick up a bit further, into the 40,000 jobs per year range, or an annual growth rate of 2.4 percent in 2015. Although the economy has improved in the past year, we continue to remain cautious about any significant improvement in Oregon's economy. (Quarterly Oregon Economic Forecast; March 2014, Volume XXXIV, No. 1).

Within our Sherwood community, signs of a strengthening economy are evident in a variety of key areas. Development activity in the past year has been the highest in six years. New homes and are being built, especially near the Ridges schools campus in northwestern Sherwood. Commercial growth is centered around Langer Farms and Tualatin-Sherwood Roads. Our community continues to receive national accolades for its strong quality of life, excellent schools, access to wonderful parks, and low crime rate.

Budget Approach

The approach I used in crafting this proposed budget did not significantly change from the previous year. However, our financial position is stronger than anticipated a year ago with a beginning fund balance of $3.25 million; 12% higher than Councils goal. Upon the recommendation of the Council and Budget Committee, we used some of this 12% to fund one time expenditures that could not be accomplished in prior years due to stricter budget constraints.

This proposed budget reflects the changing economic and political environment in which we operate and more importantly, anticipates that this environment will continue for the foreseeable future. Before describing them in detail, I want to enumerate the key principles used to develop this proposed budget.

Continued Focus upon Core, Essential Services – As the management team tackled budget preparation this year, we continually asked ourselves whether the service or program under consideration could be categorized as a Core, Essential Service. Core, Essential Services include local government services such as public safety services (police and emergency management), utilities (water and sewer), and infrastructure (roads).

Invest in Infrastructure Maintenance – As much as this budget is for one year, it was created with the idea that our normal operational costs do not exceed our normal operational revenue. We were able to incorporate the costs for infrastructure maintenance and fund all of the maintenance items that were identified in the new long-term Parks, Facilities, and Fleet/Equipment plans for FY14-15. That said, we were not able to put additional cash reserves away for future years in the General Fund. Each year we will work towards increasing the amount that goes to current maintenance or to the cash reserves.

Aligns with City Financial Policies, especially in terms of using fund balance – The City Council has adopted financial policies to guide management in making sound budgetary and financial decisions. Two key financial policies, strictly adhered to in this proposed budget, are:

- *The City of Sherwood will identify sustainable revenue levels and, to the extent possible, current operations will be funded by current sustainable revenues.*

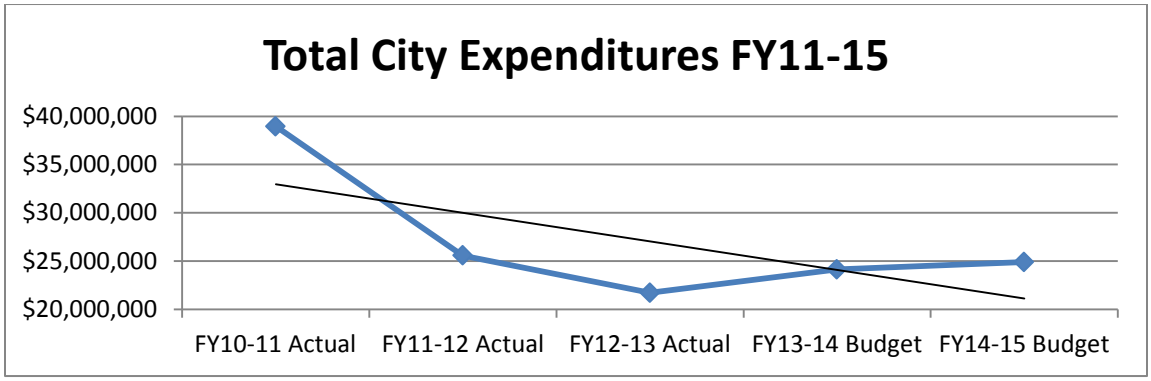
- *One-time revenues will be used for one-time expenditures or as contributions to reserves and will not be used to pay for established services.*

This proposed budget continues the practice we have developed over the last four years of carefully considering the impact of today's decisions on tomorrow's budgets. Our Finance Director uses the word "sustainable" to describe this practice. In this context, "sustainable" means that recurring expenses must be less than recurring revenues. This budget meets this practice of sustainability.

Budget Highlights

The Budget as a Whole

The proposed budget for FY2014-15 has a combined operating and capital expenditure budget totaling $24.9 million. This represents an increase of $763,000 or 3% from the current adopted FY2013-14 Budget.



The proposed budget funds a total workforce of 104 Full Time Equivalent (FTE) positions, an increase of 5% from the current workforce. The following is a summary of these personnel changes:

- Addition of Associate Planner position in Community Development
- Addition of Engineering Associate 1 position in Community Development
- Addition of half time Building Permit Tech position in Community Development
- Addition of two positions in Community Services for operating the new Sherwood Community Center

Total Personal Services costs are budgeted to increase 4% between the current year budget and the proposed FY2014-15 budget. Key personnel services' cost increases in this proposed budget are as follows:

- Insurance costs are budgeted to increase by 10%. Half of this increase is due to a rate increase; the remainder is due to adding positions that will be eligible for coverage; resulting in an overall increase of $130,182 compared with the current fiscal year budget.

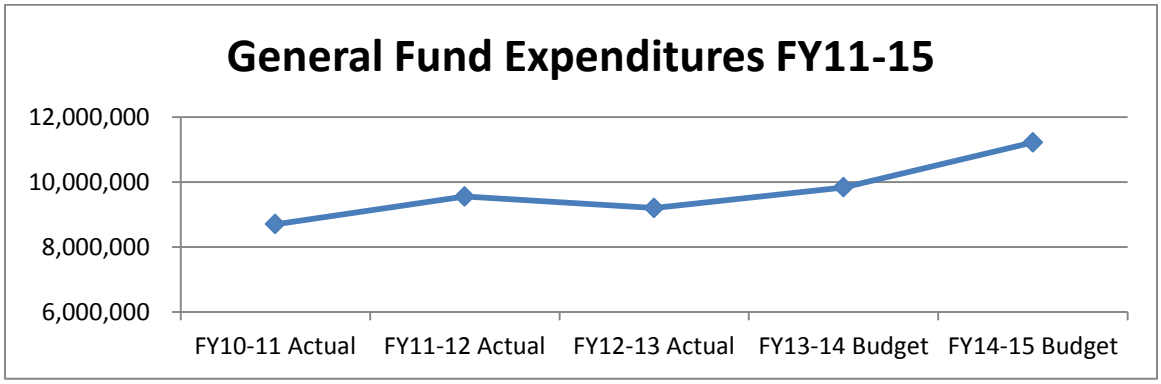
- PERS rates reduced after state legislation was passed mandating changes to the PERS plan. This resulted in an overall decrease of $212,180 from an average of 24% of salary to 19% of salary.
- The City is currently in negotiations with the Sherwood Police Officers Association.
- The proposed budget includes a 1.4% cost of living increase for all employees.

General Fund

The General Fund is the primary operating fund for the City and it is the fund that most citizens equate to primary city services and programs. Our General Fund is split into five major divisions:

- Administration
- Police Services
- Public Works
- Community Development
- Community Services

The General Fund budget for FY2014-15 is 14% higher than the adopted FY2013-14 budget on a net expenditure basis.



General Fund – Fund Balance

The General Fund's beginning fund balance for FY2014-15 is budgeted at $3.2 million and the ending fund balance is budgeted at $2.8 million. The change in fund balance is broken down as follows:

Operating Revenue	$10,807,970
Operating Expense	($10,772,691)
Net Normal Operations	$35,279
Less One Time Expenses Net	($444,554)
Change in Fund Balance	($409,275)

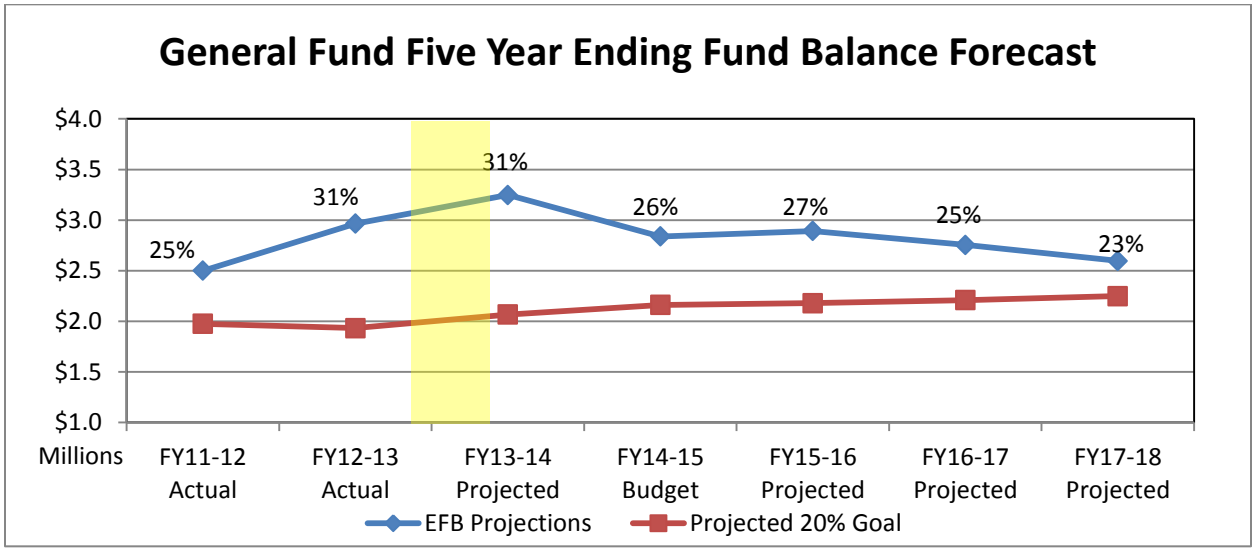
It is important to note two major aspects related to our fund balance:

- Unlike many Oregon cities during the great recession, our fund balance has increased annually for the past seven years.
- Our financial policies require an unrestricted fund balance of at least 10% of fund revenue with a goal of 20%. Our beginning fund balance is at 32.5% which exceeds our financial goal.

The primary reason for this success is strong financial management by the Department Directors and staff over the past five years. This fact was reinforced in the City's most recent Bond Rating analysis

(September 2012). The rating company commented, "The A1 rating reflects….sound financial operations with a recently improved general fund balance…"

The chart below outlines the General Fund ending fund balance and the percentage of ending fund balance to revenue and the 20% goal set by Council.



Key Elements of the General Fund

Personnel Services
The Personnel Services budget for FY2014-15 is $8.1 million. This is 5% higher than the current FY2013-14 budget. It is important to note that Personal Services costs make up 72% of the General Fund budget.

Materials and Services
Materials and Services (M&S) expenses are those expenses incurred during the normal course of conducting the business of the City. Items included in this category are professional contract services, supplies, utilities, and property and liability insurance. The total net M&S expenses (expenses after charging out some costs to the enterprise funds) for the proposed budget for the General Fund are $2.5 million, a 36% increase from the current fiscal year budget.

Other Expenditure Categories
- Capital Outlay is budgeted at $316,055 which is 209% more than the FY2013-14 budget.
- Debt Service Payments are 0.8% more than the current FY2013-14 budget.
- There are no transfers out of the General Fund for FY2014-15.

Major Concerns

While this was certainly a less difficult budgeting process than the previous five years due to our financial strength, there are some key concerns that need to be highlighted for the immediate short-term horizon.

The first is the sustainability of the new positions in Community Development. Development activity continues to be stronger than projected, but there is certainly the expectation of an eventual cooling-off as pent-up demand slows and developable land within our city continues to shrink.

The second concern relates to the possible need for additional resources within the Police Department. This was highlighted in last year's budget process and the question still remains unanswered in this proposed budget. This proposed budget does include funding to complete the outside staffing analysis to help City Council and Senior Management determine the proper level of police services for our growing community.

The third concern is related to allocating cash reserves for future maintenance costs. With the Budget Committee's direction to only utilize up to $500,000 of the fund balance for one-time expenditures, we are able to complete the current list of maintenance projected identified in our new plans; however, we are not able to put additional cash into reserves for future years.

General Government and Enterprise Funds

In addition to the General Fund, the City of Sherwood provides basic city services using other funds. These other "Governmental Funds" track the use of revenues that have statutory or contractual restrictions placed on their use. The following is a snapshot of those funds.

Street Operations and Street Capital Projects Funds

These two Street Funds track the construction and maintenance of the transportation infrastructure. The Street Operations Fund is stable and using current resources to meet operating needs. The Street Capital Projects Fund relies on SDC's, grants, loans, and intergovernmental revenues to fund projects and revenue in the fund is insufficient to complete the projects in the Transportation Master Plan. Major projects such as the Pine Street Phase II project have been delayed.

General Construction Fund

This fund is used to manage capital projects related to parks, the senior center, and other city facilities. The Fund has a variety of revenue sources, but with the exception of Parks System Development Charges, they are all generally connected directly with a project. The revenue generated for parks projects is insufficient to fund the projects on the Parks Master Plan list. The City Council prioritizes projects as funds become available.

Enterprise Funds

The Water, Sanitary Sewer, Storm Water, and Telecommunications Funds all rely on user fees paid by the users of the systems. All are financially sound. Staffing fluctuates between these funds as maintenance or engineering staff is needed on projects.

Conclusion

Sherwood is a financially sound organization. We rely on diverse revenue sources, and have equally diverse expenditure patterns and healthy fund balances. Our Senior Leadership and Staff do an outstanding job in handling their respective departmental budgets and expenditures and I applaud them for their efforts. Our challenge remains the same - keep our priorities balanced in the face of rising costs and uncertain revenues. This proposed budget presents a spending plan for FY2014-15 that reflects the priorities, policies and goals of the Sherwood City Council and the citizens it represents. I would like to acknowledge and thank all involved for their efforts in developing the budget and contributing to the process, especially Julie Blums, Finance Director and the Department Directors for their input and support.

Respectfully Submitted,

Joseph P. Gall, ICMA-CM
City Manager

Mission Statement

The City of Sherwood will provide services and infrastructure to support the highest quality of life for our residents, businesses and visitors in a fiscally responsible manner.

Values

The City of Sherwood Values and Promotes:

Quality Services

Fiscal Responsibility

Citizen Participation

Community Pride

Community Partnerships

Community Livability

Goals

Public Safety

"The City of Sherwood will provide for the safety and security of the community and its citizens."

Infrastructure

"The City of Sherwood will provide and maintain infrastructure for its citizens to live, work and play."

Livability

"The City of Sherwood will provide opportunity for responsible community development and growth."

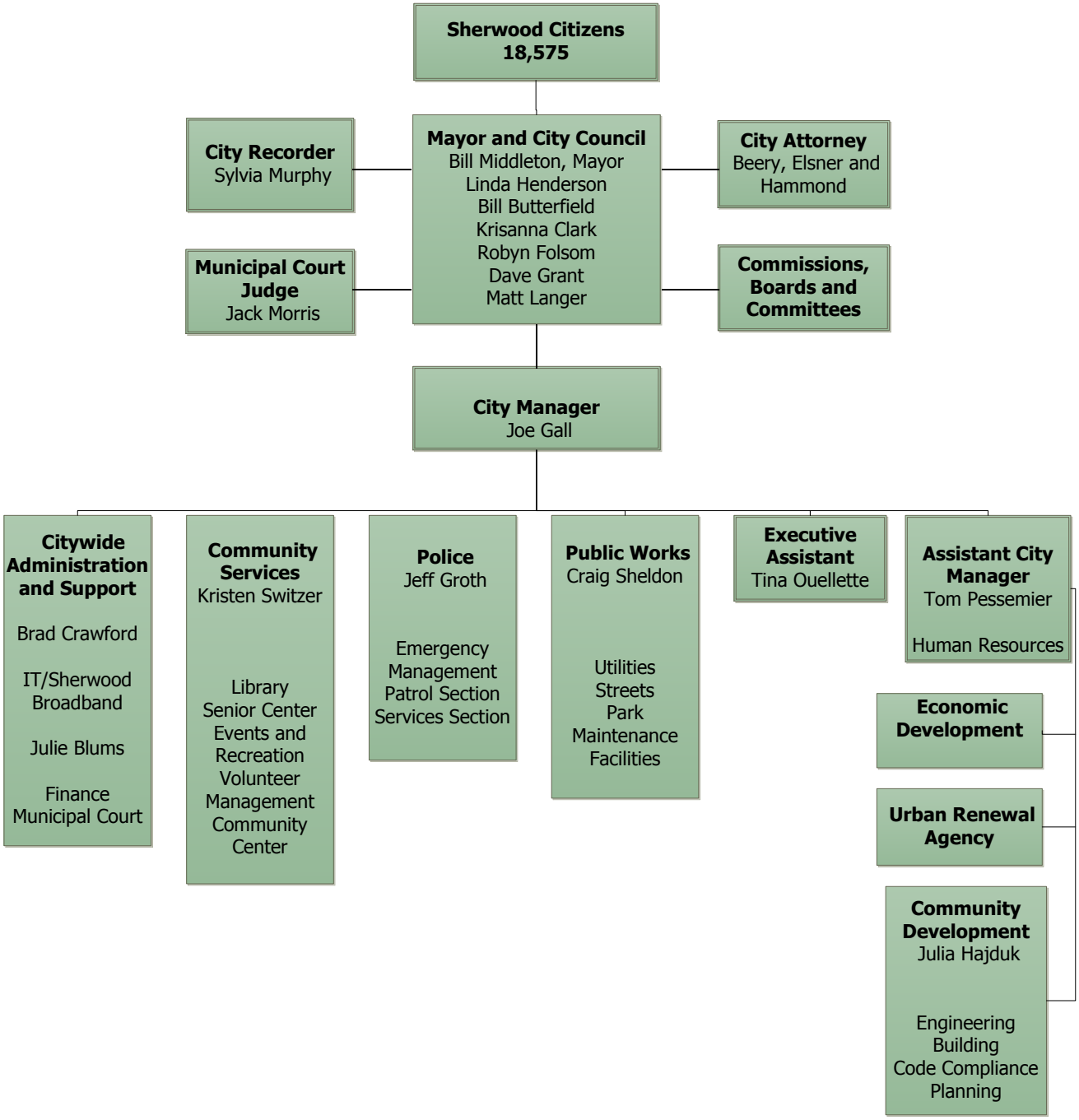
Resident Well Being

"The City of Sherwood will facilitate the provision of services to encourage a balanced quality of life for its citizens."

Economic Development

"The City of Sherwood will promote responsible economic development which benefits the community."

City of Sherwood Organizational Chart

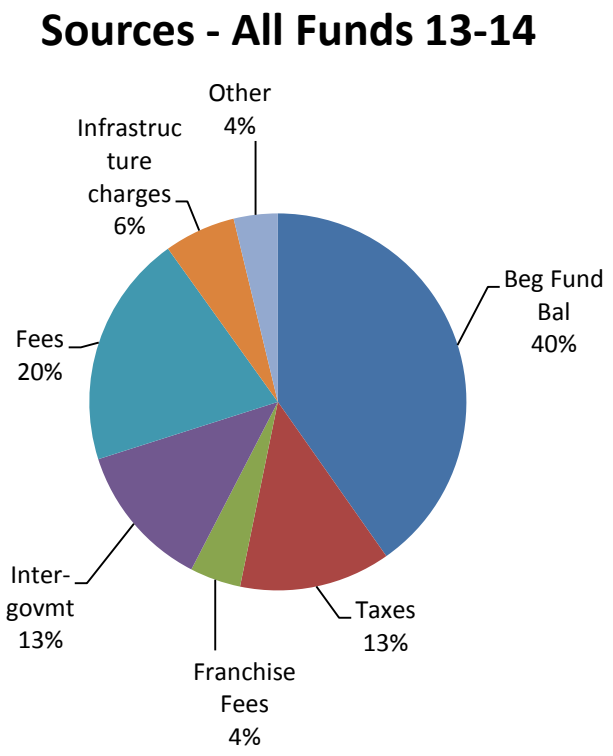


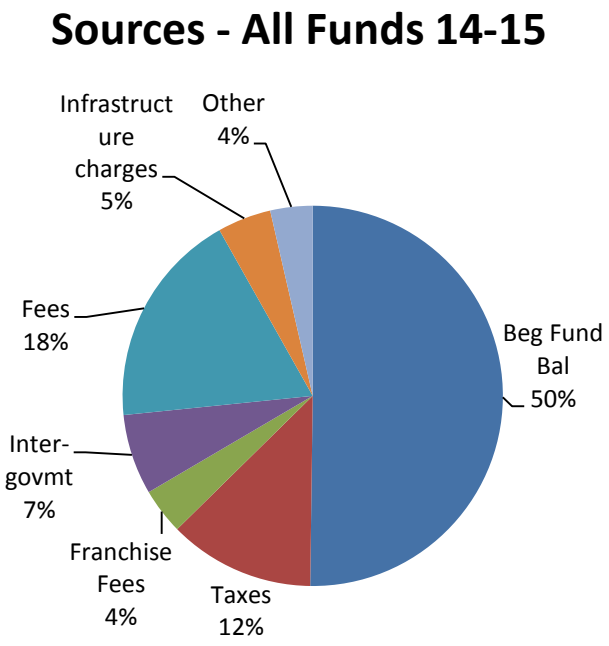
Budget in Total

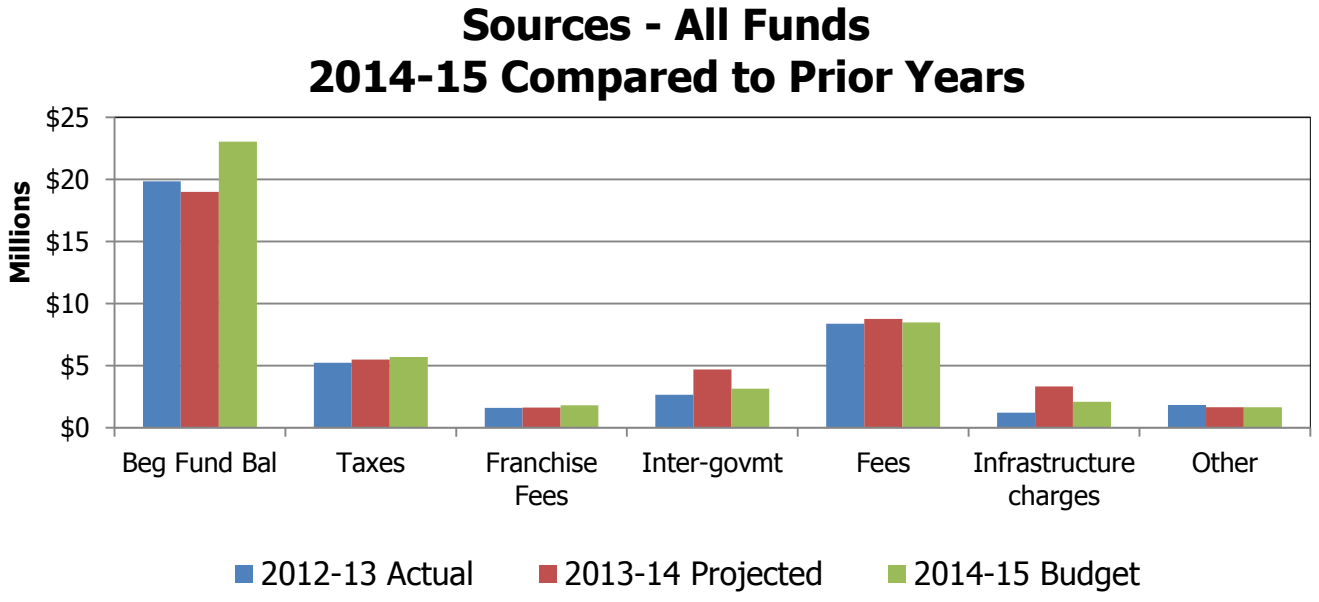
This narrative walks through components of the Budget in Total. The major sections are sources, uses, and Capital Project expenditures.

Sources

Budgeted sources, exclusive of transfers between funds, follow.







Beginning and Ending fund balance

Beginning fund balance is equal to the prior year's ending fund balance.

Ending fund balance is the difference between total estimated sources and total estimated appropriations. Ending fund balance is budgeted in three categories:

1. *Operating Contingency* is budgeted at 5% of operational revenue in the operating funds. Contingency funds can be spent once authorized by a supplemental budget or transfer appropriation.
2. *Un-appropriated* ending fund balance cannot be spent except in an emergency created by civil disturbance or natural disaster.
3. *Reserved for future years* are total sources less total expenses, contingency, and un-appropriated ending balance. Reserved for future years funds can be spent once authorized by a supplemental budget.

If the total of contingency, un-appropriated ending fund balance, and reserved for future years is less than beginning fund balance, funds in the beginning balance have been used as a source of resources (expenditures exceeded revenues). If they are more than beginning fund balance, fund balance has been increased for use as a source in future years (revenues exceeded expenditures).

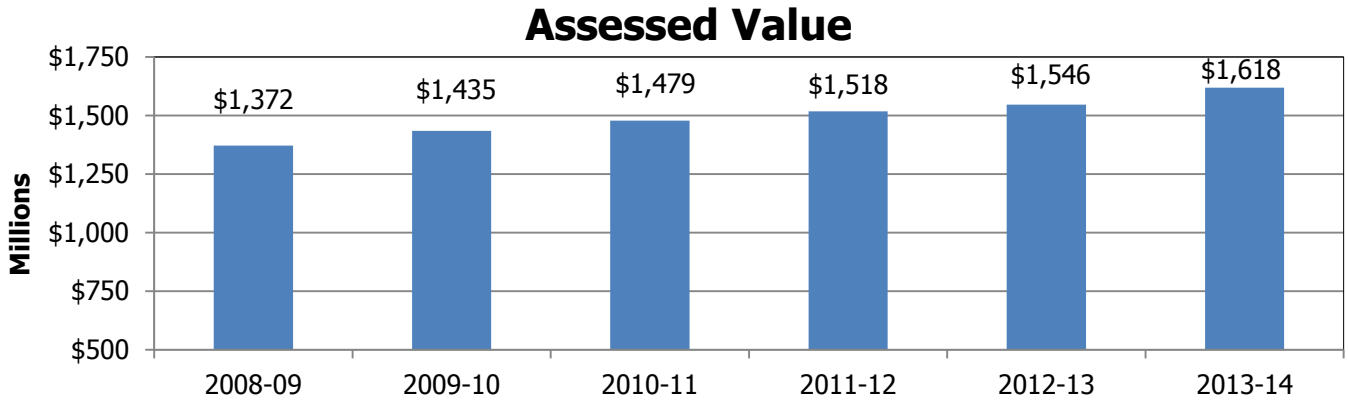
Taxes and franchise fees

Property taxes

Property taxes are levied for two purposes. The permanent rate levy for the City of Sherwood of $3.2975 per $1,000 of assessed value supports General Fund operations. Property taxes for the Debt Service Fund are levied in the amount needed to pay principal and interest on voter approved general obligation bonds.

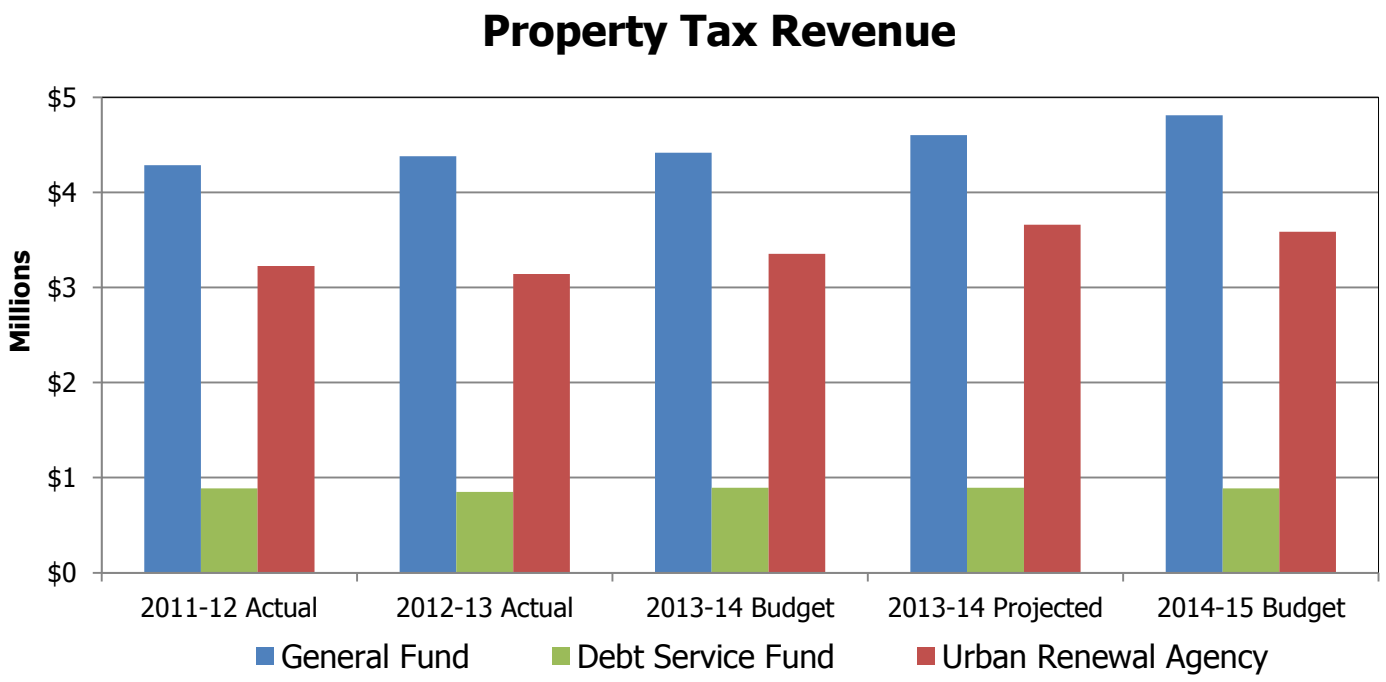
The permanent rate levy was fixed by ballot initiatives in the 1990's and cannot be increased by the City. General Fund property tax revenue depends on assessed values, which are a function of increased development, the annual 3% statutory increment and the effect of the Sherwood Urban Renewal District. Please refer to the Property Tax Description on pages 26 and 27 for a detailed explanation.

Total FY14 assessed value in the City of Sherwood is $1,618,300,000. The following chart shows the assessed value trend:



Assessed values are expected to continue growing at a similar rate for the foreseeable future as land is developed and areas within the Urban Growth Boundary are annexed.

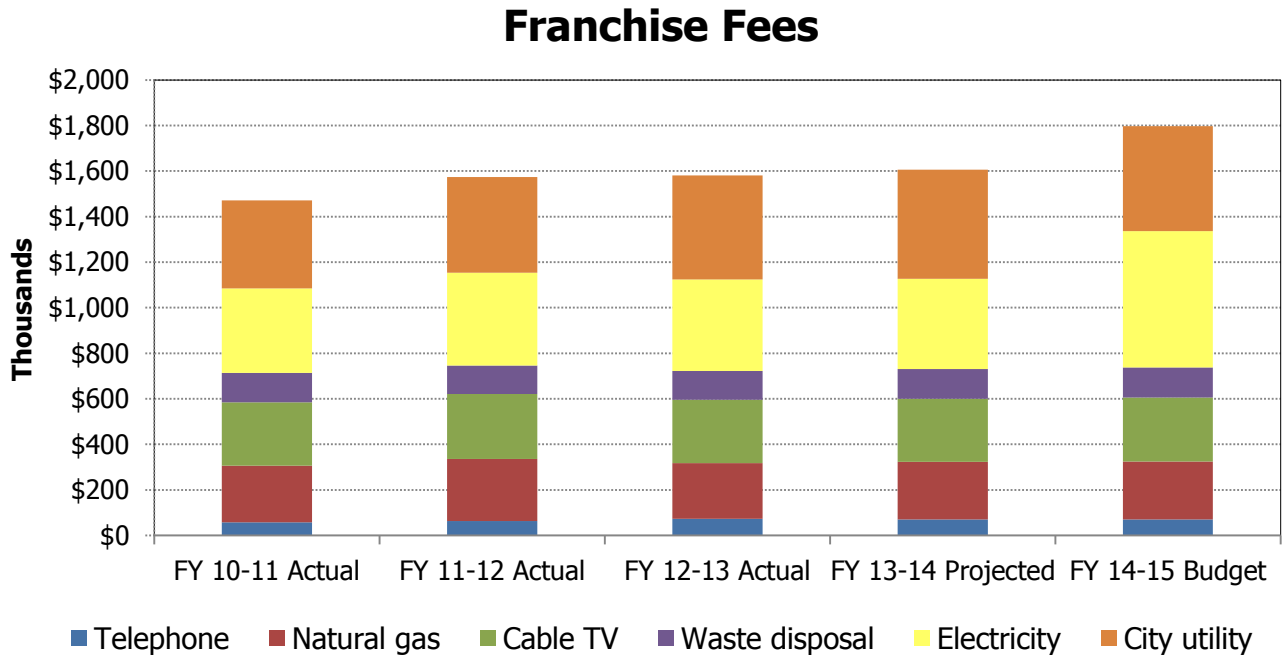
The permanent rate levy is divided between the City General Fund and the Sherwood Urban Renewal Agency. Revenue for the General Fund, the URA, and the Debt Service Fund follow.



Property taxes represent approximately 44% of General Fund revenue.

Franchise fees/Privilege Taxes

Fees are collected from utilities as compensation for use of the City's rights of way. These fees are based on utility revenue, so they generally increase with population growth.



Intergovernmental

Intergovernmental revenue includes:

- State distributions of shared revenue and vehicle fees.
- County support to the library as part of the Washington County Cooperative Library Service.
- Sherwood School District for shared services.
- Clean Water Services for shared services.
- Federal, State, and Local Government grants.

Charges for services

Charges for services include:

- Building, Planning, and Engineering permits
- Recreational fees
- Utility fees

Infrastructure development charges

These are fees for private development plan review and inspection and system development charges (SDC's) on new construction. SDC's are restricted to use for capital improvement projects that support capacity for growth.

Fines, interest and other

Other revenue includes fines for traffic infractions and other violations, library fines, and interest on our bank accounts.

Sale of fixed assets

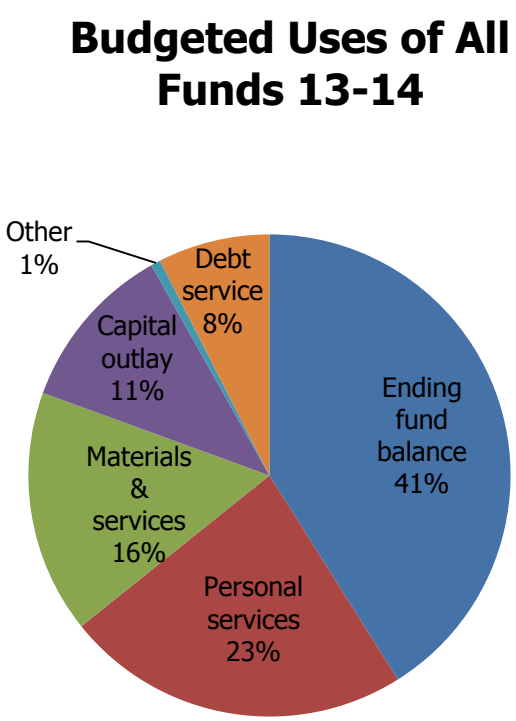
There is no sale of fixed assets contemplated in the fiscal year 2014-15 budget.

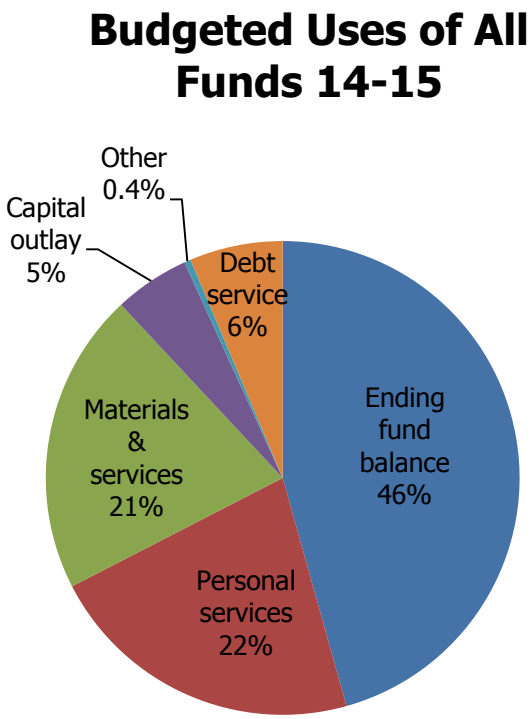
Issuance of long-term debt

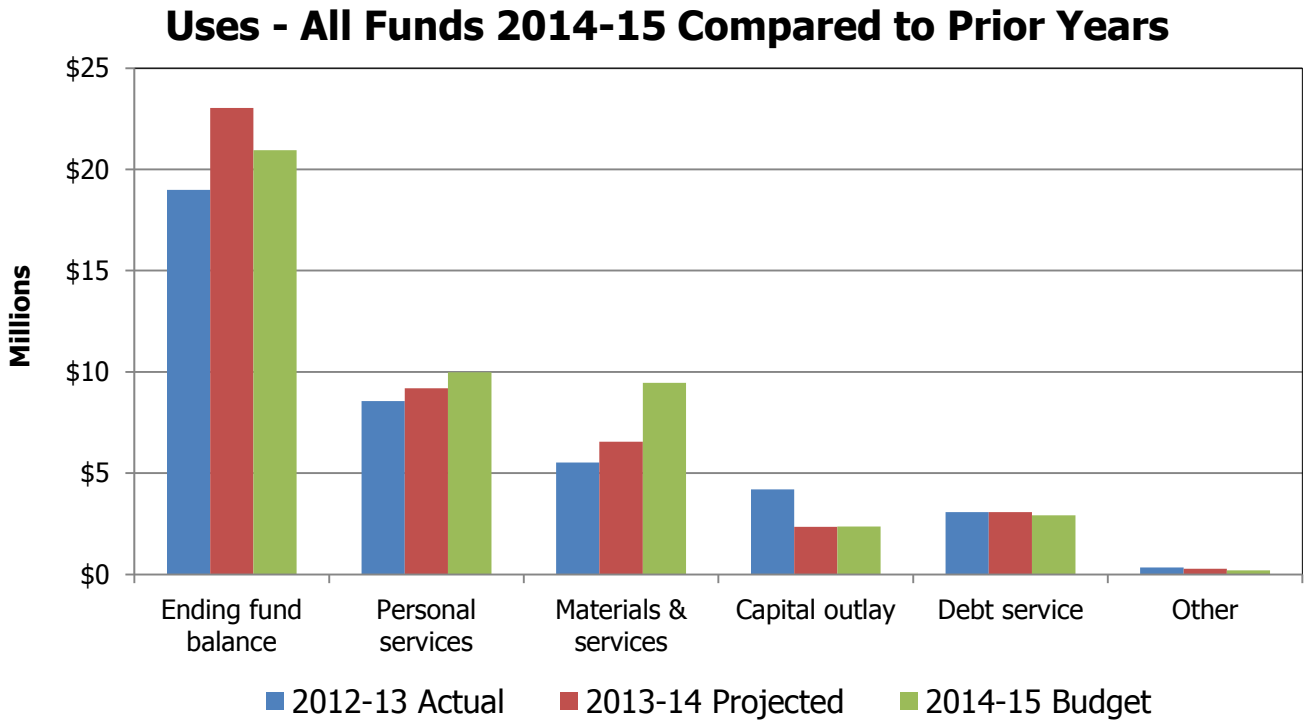
There is no debt issuances contemplated in the fiscal year 2014-15 budget.

Uses

Uses for all funds are:



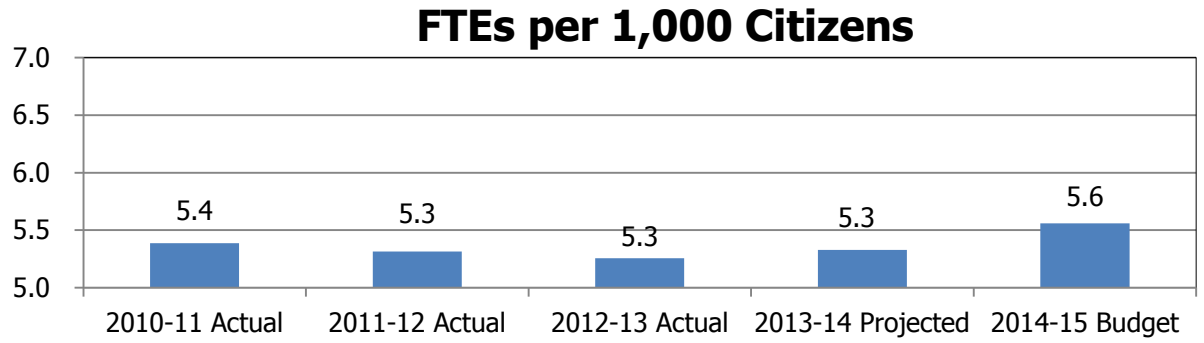




Personal Services

Full-Time Equivalent (FTE)

The following compares City staffing to population growth.

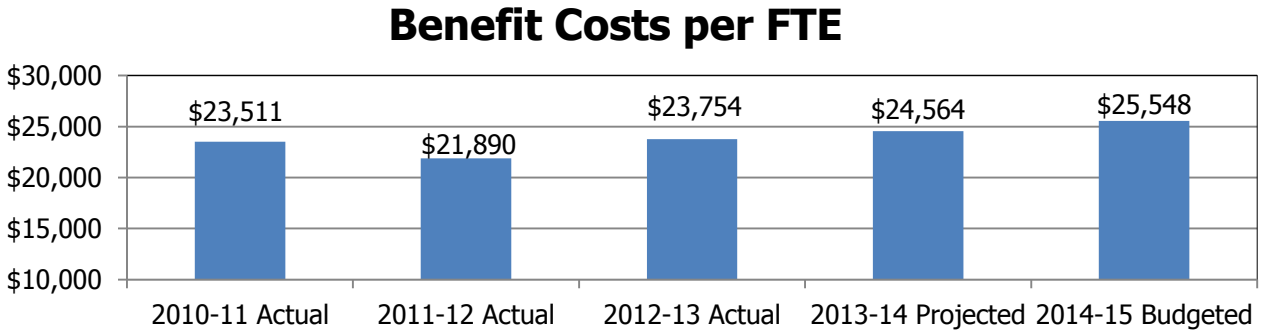


Positions added in this budget are detailed in the Personnel FTE Comparison to Prior Years on page 86. Significant additions are:

- 1 Associate Planner – grant funded
- 1 Engineering Tech I
- .5 Building Permit Tech
- 2 Staff for the Community Center
- 1 Maintenance Worker I to take over duties previously contracted out

Wages
The budget includes a 1.4% cost of living increase at July 1 for all employees.

Benefits
There is a slight decrease in benefit costs in FY12 due to a change in plan coverage. However, overall benefit costs continue to increase. The average cost of benefits per employee follows:



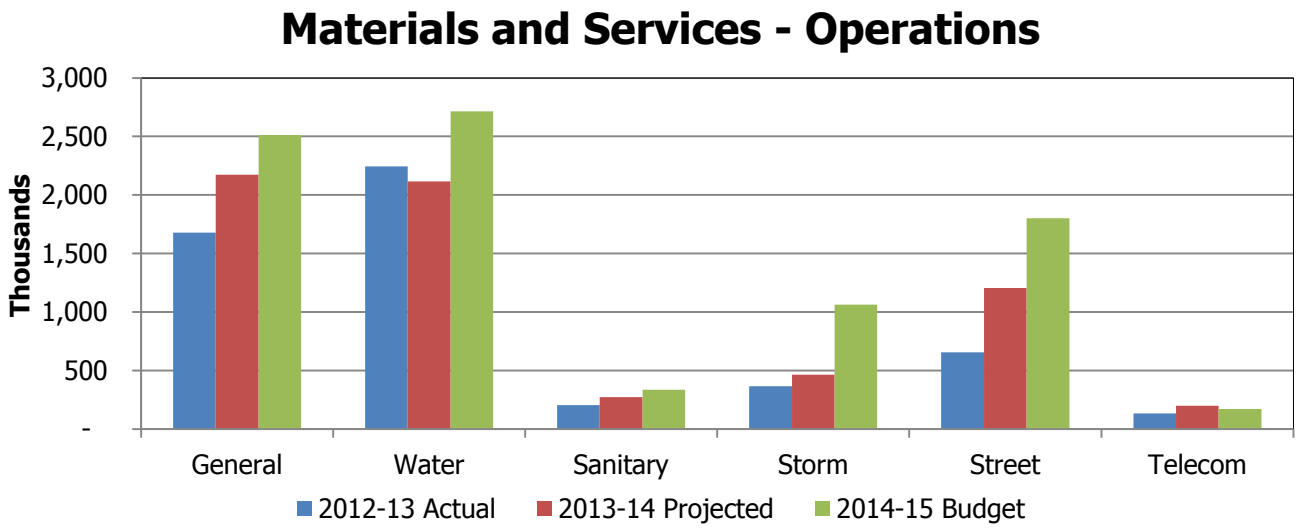
The major benefits are health insurance and PERS. Employee insurance costs are budgeted to increase an average of 5% in 2014-15.

The most recently adopted PERS rates for the City of Sherwood are:

- 16.01% for Tier 1 & Tier 2 covered employees
- 10.81% for OPSRP covered employees
- 13.54% for OPSRP Police covered employees

Materials and Services

Materials and services for operations, by fund, are:



The change in materials and services are mainly due to work related to the new Parks, Facilities, and Fleet/Equipment Replacement plans.

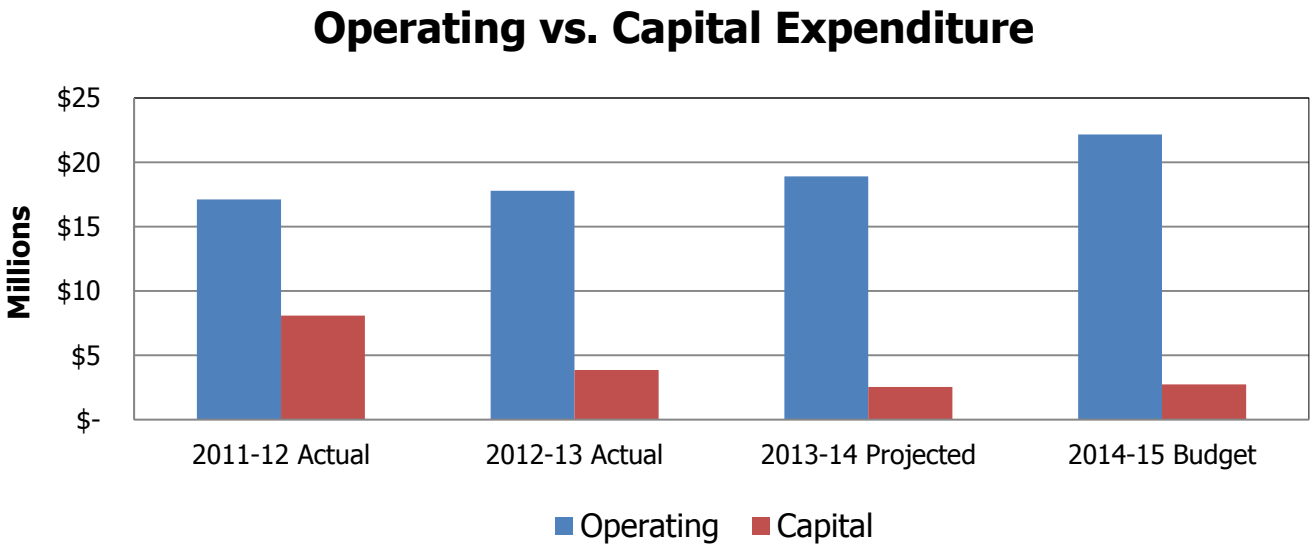
Capital Outlay

Capital project expenditures are discussed in the Capital Improvement Program section. Capital outlays are single purchases that are budgeted within the operational budgets of the city whose value exceeds $5,000. The significant FY15 capital outlay expenditures are:

Program	Purchase	Cost
Police	Annual lease payments on four police vehicles	41,100
Police	Lease payment on two new police vehicles	20,000
IT	Hard drives for storage	10,000
IT	Phone Lease	17,764
Finance	New/Major Upgrade of Finance Software	125,000
Parks	Water Management System	25,000
Parks	Replace playground equipment at Stella Olsen	170,000
Parks	Replace zero turn mower	14,000
Parks	Replace 1 gator	7,500
Parks	Walk behind mower	7,000
Facilities	Outdoor lighting at the Senior Center	18,000
Water	Water infrastructure repairs	25,000
Sanitary	Sanitary infrastructure repairs	25,000
Sanitary	Vehicle replacement	20,000
Storm	Storm water infrastructure repairs	158,500
Storm	Equipment and vehicle replacements	76,500
Streets	Replace crack sealer	40,000
Telecom	Fiber construction & network equipment	40,000

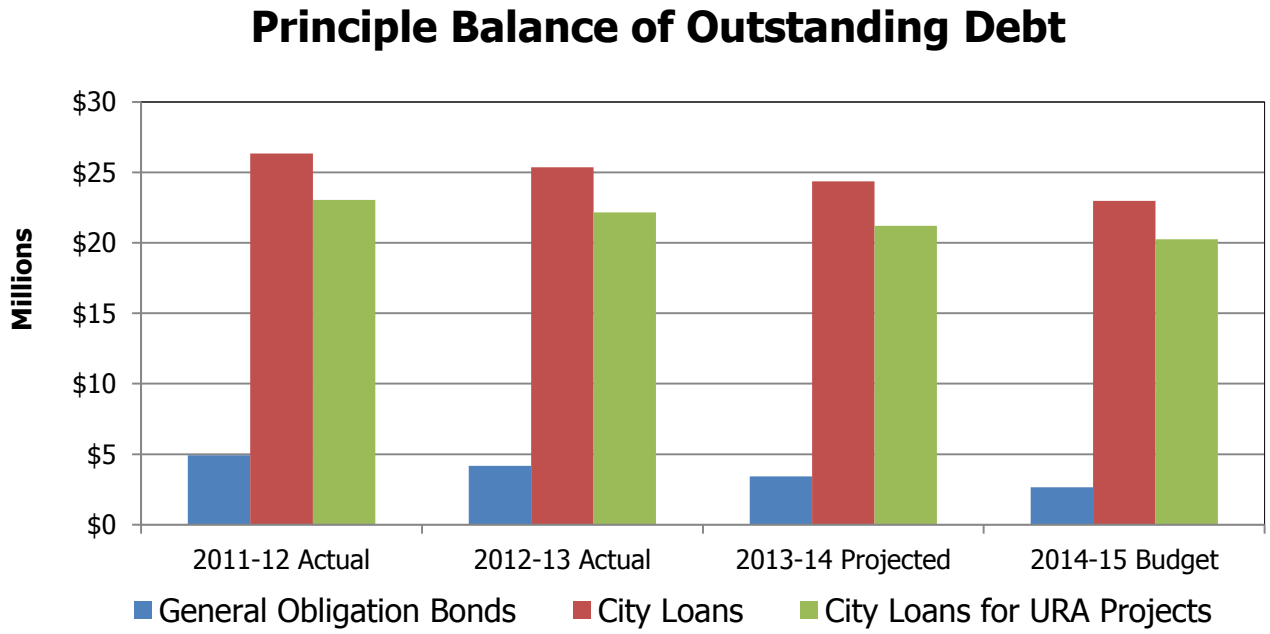
Capital Project Expenditures

A portion of the total city budget is for capital projects for building or improving the City infrastructure to handle growth. The projects and their total costs are detailed in the Capital Projects section. Expenditures for capital projects may vary dramatically between years, depending on the particular projects in process.



Debt Service

The budgeted principal balance of outstanding debt is: $49,003,526



Payment sources for all debt expected to be outstanding at June 30, 2014 are shown in the Debt Service Expenditures to Maturity schedule on pages 89-91.

Financial Condition and Outlook

Sherwood's Aa3 rating for General Obligation Debt was affirmed by Moody's in September 2012 in anticipation of a new bond issue. At the same time Moody affirmed the City's Full Faith and Credit obligations at A1. No "outlook" was given (NOO).

Fees and charges are reviewed annually. Changes are proposed by staff, reviewed by the Budget Committee, and adopted by the City Council. Fees are intended to recover the costs of services which can be specifically attributed to a particular user, as with fees for land use applications and building permits, or to make some contribution toward cost, such as fees for league use of ball fields.

Operations Outlook

Revenue and expenditures for the General Fund are stable; one-time revenue is invariably restricted to specific, limited-time expenditures. However, as detailed in the Budget Message, routine expenditures continue to grow faster than revenue. Identifying funding to cover the new maintenance plans is a challenge staff will be working on over the next year.

The Water, Sanitary sewer, and Storm water funds are self-supporting with user charges for services for operating needs.

Street Operations Fund relies on apportionment of vehicle and gasoline taxes and licenses from the state and county. Combined with dedicated street and sidewalk utility fees this fund will support the planned maintenance for the City's streets and sidewalks.

Capital Project Outlook

Water, Sanitary sewer, and Storm water funds collect system development charges for infrastructure expansion; the Water Fund also reserves a portion of user charges for capital construction and related debt service. These sources are adequate to fund needs for the existing City service area.

Area 54/55 is a 200 acre UGB expansion that has complex and costly infrastructure requirements. Concept planning shows that public infrastructure will not entirely be funded by system development charges generated in the area. Funding mechanisms to address the funding shortfall will need to be identified as development moves forward.

Area 48 is a 300 acre UGB expansion that has complex and costly infrastructure requirements. A portion of the expansion area will require a sanitary sewer lift station to provide service. Funding needs and potential funding mechanisms for infrastructure will be addressed during the concept planning.

The Street Capital Fund relies on County traffic improvement fees and City system development charges. Capital needs identified in the TSP exceed the projected funding, requiring that future construction is carefully prioritized.

Financial Organization

The City's financial records are organized by fund: operating and capital, and divisions and departments. These views are explained below.

Funds

Funds are required by generally accepted accounting principles for local governments and by Oregon budget law. The purpose of funds is to demonstrate compliance with legal restrictions on the use of resources. The nine funds, grouped by type are described below.

General: The General Fund is the main operating fund. It includes all resources not accounted for in other funds. General fund revenues can generally be used for any government purpose.

Special revenue: The Street Operations Fund is a special revenue fund, defined in Oregon budget law, which accumulates money from year to year to provide for the repair and maintenance of City streets.

Debt service: This fund accounts for property tax revenues levied for payment of general obligation bonds.

Capital projects: The General Construction Fund accounts for acquisition or construction of capital assets, other than those financed by Enterprise funds. It includes city buildings, parks, sports fields, recreational facilities, and trails. The Street Capital Fund accounts for the construction of City streets.

Enterprise: Enterprise funds are used for activities that are similar to business enterprises, where the intent is that costs be recovered primarily through user charges or where determination of net income or loss is useful for public policy. The enterprise funds for Water, Sanitary, and Storm are divided into operations and capital departments to reflect budgetary responsibility

Telecommunications: Telecommunications supports the communication needs of the city, local businesses, school district, and residents. Services within this utility are primarily sold and managed through third party service providers. Telecommunications also support economic development within Sherwood and the surrounding area.

Divisions and Departments

The General Fund is split into departments which reflect city programs and managerial responsibilities. These are grouped into five divisions for purposes of appropriations. The divisions are:

- Administration
- Police Services
- Public Works
- Community Development
- Community Services

Operating and Capital

The budget includes both operation and capital items. The operating budget encompasses recurring expenditures necessary for day-to-day operations. The capital budget is for construction of infrastructure and other long-lived fixed assets. The operating budget generally changes incrementally, as population and services increase. The capital budget is more erratic, depending on when loan funds are received and construction expenditures incurred.

Budget in Total

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Proposed	2014-15 Approved	2014-15 Adopted
SOURCES							
Beginning fund balance	$ 22,277,014	$ 19,836,490	$ 16,467,428	$ 18,983,499	$ 23,030,625	$ 23,030,625	
Revenue							
Taxes	5,174,081	5,231,867	5,308,550	5,494,100	5,697,630	5,697,630	
Franchise Fees	1,574,434	1,580,367	1,788,500	1,607,015	1,798,000	1,798,000	
Licenses and permits	72,451	72,411	72,500	74,450	61,800	61,800	
Intergovernmental	5,337,915	2,645,451	5,114,614	4,693,307	3,144,520	3,144,520	
Charges for services	7,489,197	8,310,735	8,115,633	8,671,319	8,401,298	8,401,298	
Infrastructure development	342,417	1,193,238	2,507,700	3,312,467	2,092,920	2,092,920	
Fines, interest and other	1,541,555	1,234,805	1,193,411	1,341,680	1,302,173	1,302,173	
Total revenue	21,532,050	20,268,873	24,100,908	25,194,338	22,498,341	22,498,341	
Other sources							
Transfers in	1,286,800	433,728	205,000	145,600	200,000	200,000	
Interfund loan payments	315,296	146,640	146,000	146,000	147,000	147,000	
Total other sources	1,602,096	580,368	351,000	291,600	347,000	347,000	
Total sources	**45,411,161**	**40,685,731**	**40,919,336**	**44,469,437**	**45,875,966**	**45,875,966**	
USES							
Expenditures							
Personal services							
Salaries and wages	5,642,372	5,759,479	6,132,099	6,126,114	6,567,649	6,567,649	
Payroll taxes	568,546	558,212	667,910	666,209	742,950	742,950	
Benefits	2,092,621	2,236,538	2,686,650	2,399,439	2,630,582	2,630,582	
Total personal services	8,303,539	8,554,229	9,486,659	9,191,762	9,941,181	9,941,181	
Materials and services							
Professional & technical	2,553,963	2,657,676	2,621,451	2,473,435	4,263,432	4,263,432	
Facility and equipment	1,127,650	1,206,612	1,842,768	1,741,787	2,197,840	2,197,840	
Other purchased services	969,226	1,151,164	1,253,636	1,351,075	1,479,444	1,479,444	
Supplies	487,155	445,526	813,654	776,893	1,276,845	1,276,845	
Community activities	12,249	22,661	28,275	32,625	35,815	40,815	
Minor equipment	196,098	139,263	210,958	256,445	309,200	309,200	
Other materials & services	(63,347)	(99,902)	(87,486)	(87,401)	(102,901)	(102,901)	
Total materials & services	5,282,995	5,523,000	6,683,256	6,544,859	9,459,675	9,464,675	
Capital outlay							
Land	1,604,556	-	-	-	-	-	
Infrastructure	5,378,030	3,877,859	3,459,939	1,583,384	1,684,206	1,684,206	
Buildings	5,989	-	-	123,077	18,000	18,000	
Other improvements	-	136,111	627,328	313,162	-	-	
Vehicles	100,468	41,330	71,100	71,100	113,000	113,000	
Furniture and equipment	346,373	149,536	462,809	256,257	547,764	547,764	
Total capital outlay	7,435,416	4,204,836	4,621,176	2,346,980	2,362,970	2,362,970	
Debt service							
Principal	2,161,683	1,856,065	1,906,621	1,906,621	1,817,415	1,964,415	
Interest	1,360,917	1,214,102	1,162,366	1,162,366	1,102,760	1,105,760	
Total debt service	3,522,599	3,070,167	3,068,987	3,068,987	2,920,175	3,070,175	
Total expenditures	24,544,549	21,352,232	23,860,078	21,152,588	24,684,001	24,839,001	
Other uses							
Transfers out	1,030,122	350,000	266,200	286,224	200,000	200,000	
Ending Fund Balance	19,836,490	18,983,499	-	-	-	-	
Contingency	-	-	16,793,058	23,030,625	1,198,236	1,198,236	
Reserved for Future Years	-	-	-	-	19,793,729	19,638,729	
Total uses	**45,411,161**	**40,685,731**	**40,919,336**	**44,469,437**	**45,875,966**	**45,875,966**	

Budget in Total by Fund

	2014-15 Budget	General Fund	General Construction Fund	Debt Service Fund	Street Operations Fund
SOURCES					
Beginning fund balance	23,030,625	3,247,771	1,228,391	8,464	1,509,192
Revenue					
Taxes	5,697,630	4,811,700	-	885,930	-
Francise Fees	1,798,000	1,798,000	-	-	-
Licenses and permits	61,800	61,800	-	-	-
Intergovernmental	3,144,520	1,843,699	-	-	1,149,552
Charges for services	8,401,298	778,341	12,000	-	542,880
Infrastructure development	2,092,920	112,450	266,000	-	2,000
Fines, interest and other	1,302,173	1,254,980	775	-	6,200
Total revenue	22,498,341	10,660,970	278,775	885,930	1,700,632
Other sources					
Transfers in	200,000	-	200,000	-	-
Sale of fixed assets	147,000	147,000	-	-	-
Total other sources	347,000	147,000	200,000	-	-
Total sources	45,875,966	14,055,741	1,707,166	894,394	3,209,824
USES					
Expenditures					
Personal services					
Salaries and wages	6,567,649	5,363,758	40,864	-	230,528
Payroll taxes	742,950	595,815	4,146	-	29,529
Benefits	2,630,582	2,138,778	17,743	-	87,670
Total personal services	9,941,181	8,098,351	62,753	-	347,727
Materials and services					
Professional & technical	4,263,432	1,360,145	100,000	-	211,700
Facility and equipment	2,197,840	758,760	-	-	1,316,380
Other purchased services	1,479,444	808,221	50	-	29,374
Supplies	1,276,845	336,345	-	-	65,500
Community activities	40,815	40,815	-	-	-
Minor equipment	309,200	257,050	-	-	4,500
Other materials & services	(102,901)	(1,044,286)	62,901	-	173,088
Total materials & services	9,464,675	2,517,050	162,951	-	1,800,542
Capital outlay					
Infrastructure	1,684,206	195,000	499,759	-	-
Buildings	18,000	18,000	-	-	-
Vehicles	113,000	73,000	-	-	-
Furniture and equipment	547,764	181,264	250,000	-	40,000
Total capital outlay	2,362,970	467,264	749,759	-	40,000
Debt service					
Principal	1,964,415	122,430	42,570	780,000	-
Interest	1,105,760	17,150	5,963	114,394	-
Total debt service	3,070,175	139,580	48,533	894,394	-
Total expenditures	24,839,001	11,222,245	1,023,996	894,394	2,188,269
Other uses					
Transfers out	200,000	-	-	-	-
Ending Fund Balance	-	-	-	-	-
Contingency	1,198,236	533,049	-	-	85,782
Reserved for Future Years	19,638,729	2,300,447	683,170	-	935,773
Total uses	45,875,966	14,055,741	1,707,166	894,394	3,209,824

Budget in Total by Fund

	Street Capital Fund	Enterprise Funds			
		Water Fund	Sanitary Fund	Storm Fund	Telecom Fund
SOURCES					
Beginning fund balance	2,999,090	8,179,668	3,218,004	2,606,387	33,660
Revenue					
Taxes	-	-	-	-	-
Francise Fees	-	-	-	-	-
Licenses and permits	-	-	-	-	-
Intergovernmental	-	-	151,269	-	-
Charges for services	50,000	4,386,317	571,500	1,598,800	461,460
Infrastructure development	892,000	379,720	408,150	32,600	-
Fines, interest and other	2,000	22,415	5,160	10,343	300
Total revenue	944,000	4,788,452	1,136,079	1,641,743	461,760
Other sources					
Transfers in	-	-	-	-	-
Sale of fixed assets	-	-	-	-	-
Total other sources	-	-	-	-	-
Total sources	3,943,090	12,968,120	4,354,083	4,248,130	495,420
USES					
Expenditures					
Personal services					
Salaries and wages	20,311	392,826	190,982	288,266	40,114
Payroll taxes	2,087	47,128	23,655	36,856	3,734
Benefits	7,404	166,471	78,892	117,544	16,080
Total personal services	29,802	606,425	293,529	442,666	59,928
Materials and services					
Professional & technical	135,000	1,386,937	225,750	833,900	10,000
Facility and equipment	-	60,600	19,200	25,000	17,900
Other purchased services	98	359,358	90,379	124,532	67,432
Supplies	-	769,800	40,550	44,050	20,600
Community activities	-	-	-	-	-
Minor equipment	-	5,000	5,600	7,050	30,000
Other materials & services	25,947	256,500	149,681	247,968	25,300
Total materials & services	161,045	2,838,195	531,160	1,282,500	171,232
Capital outlay					
Infrastructure	40,000	25,000	311,053	593,394	20,000
Buildings	-	-	-	-	-
Vehicles	-	-	20,000	20,000	-
Furniture and equipment	-	-	-	56,500	20,000
Total capital outlay	40,000	25,000	331,053	669,894	40,000
Debt service					
Principal	-	872,415	-	-	147,000
Interest	-	965,253	-	-	3,000
Total debt service	-	1,837,668	-	-	150,000
Total expenditures	230,847	5,307,288	1,155,742	2,395,060	421,160
Other uses					
Transfers out	200,000	-	-	-	-
Ending Fund Balance	-	-	-	-	-
Contingency	-	403,722	28,375	124,221	23,088
Reserved for Future Years	3,512,243	7,257,110	3,169,966	1,728,849	51,172
Total uses	3,943,090	12,968,120	4,354,083	4,248,130	495,420

General Fund

The General Fund is the main operating fund. It includes all resources not accounted for in other funds. General fund revenues can generally be used for any government purpose. The General Fund is split into departments which reflect city programs and managerial responsibilities. These are grouped into five divisions for purposes of appropriations.

The divisions are:

- Administration
- Police Services
- Public Works
- Community Development
- Community Services

Property Tax Levies

There are three types of property tax levies in Oregon. The permanent rate levy funds general city operations. The debt service levy is used for principal and interest payments on general obligation bonds approved by the voters. Local option levies, which Sherwood currently does not have, are voter-approved, time-limited levies for specified purposes.

The Washington County Department of Assessment and Taxation determines assessed values and collects taxes. Property is assessed January 1 for the fiscal year beginning July 1. Taxes are due beginning November 15, and discounts are allowed for taxes paid in full by November 15.

Assessed Value

Each local government's tax rate was determined by the state in 1997. Sherwood's permanent rate is $3.2975 per $1,000 of assessed value. No action of the city can increase the permanent tax rate.

Ballot Measure 50, implemented in the 1997-98 tax year, limits assessed value to the lower of Maximum Assessed Value (MAV) or Real Market Value (RMV). Maximum Assessed Value increases by 3% annually.

There are exceptions to the 3% annual increase. Maximum Assessed Value may increase by more than 3% if:

- There is new construction or improvements
- The property is partitioned or subdivided
- Rezoning occurs and the property is used consistent with rezoning

The assessed value of real property exceeded one billion dollars in 2005-06.

Limits and Compression

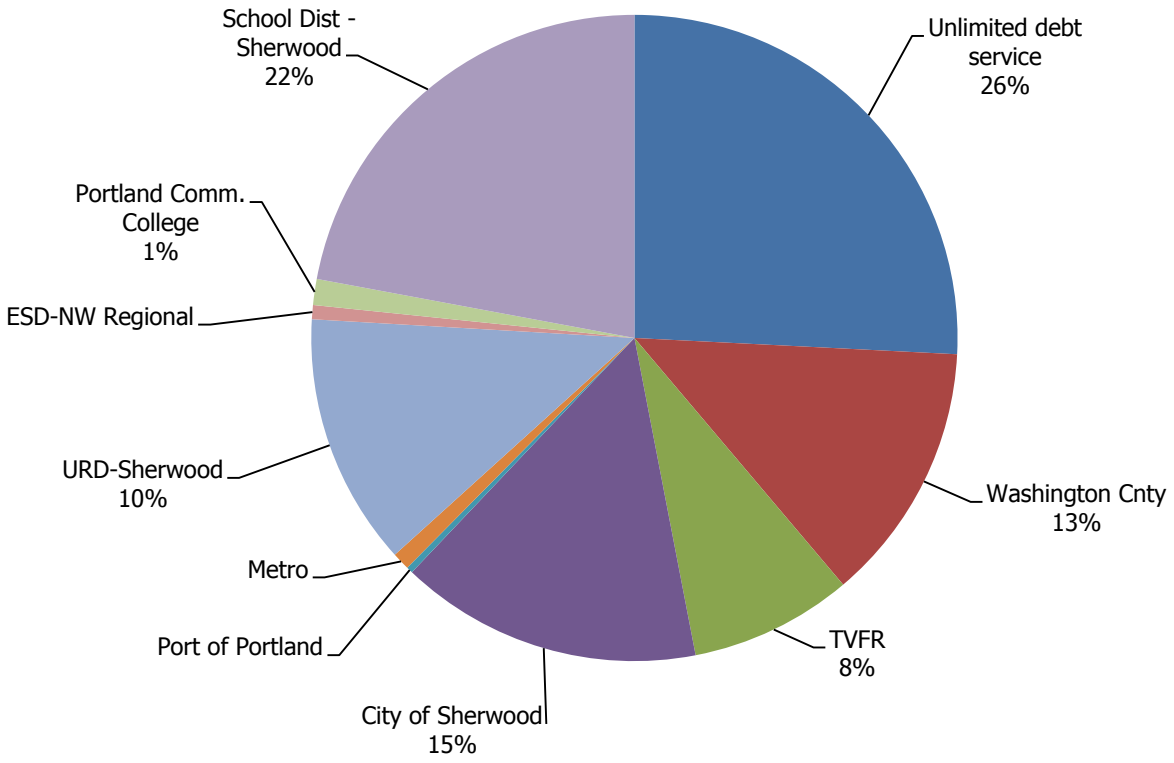
The total tax on a given piece of property is limited as follows:

- General Government: $10 per $1,000 of Real Market Value
- Schools: $5 per $1,000 of Real Market Value
- Unlimited debt service: levies to pay bonds for capital construction projects are not subject to limitation.

If the total tax bill exceeds the limits, taxes are reduced in a process called compression.

In 2013-14, Sherwood property owners paid property taxes as follows:

2013-14 Tax Levy Catagories



Effect of the Sherwood Urban Renewal Agency

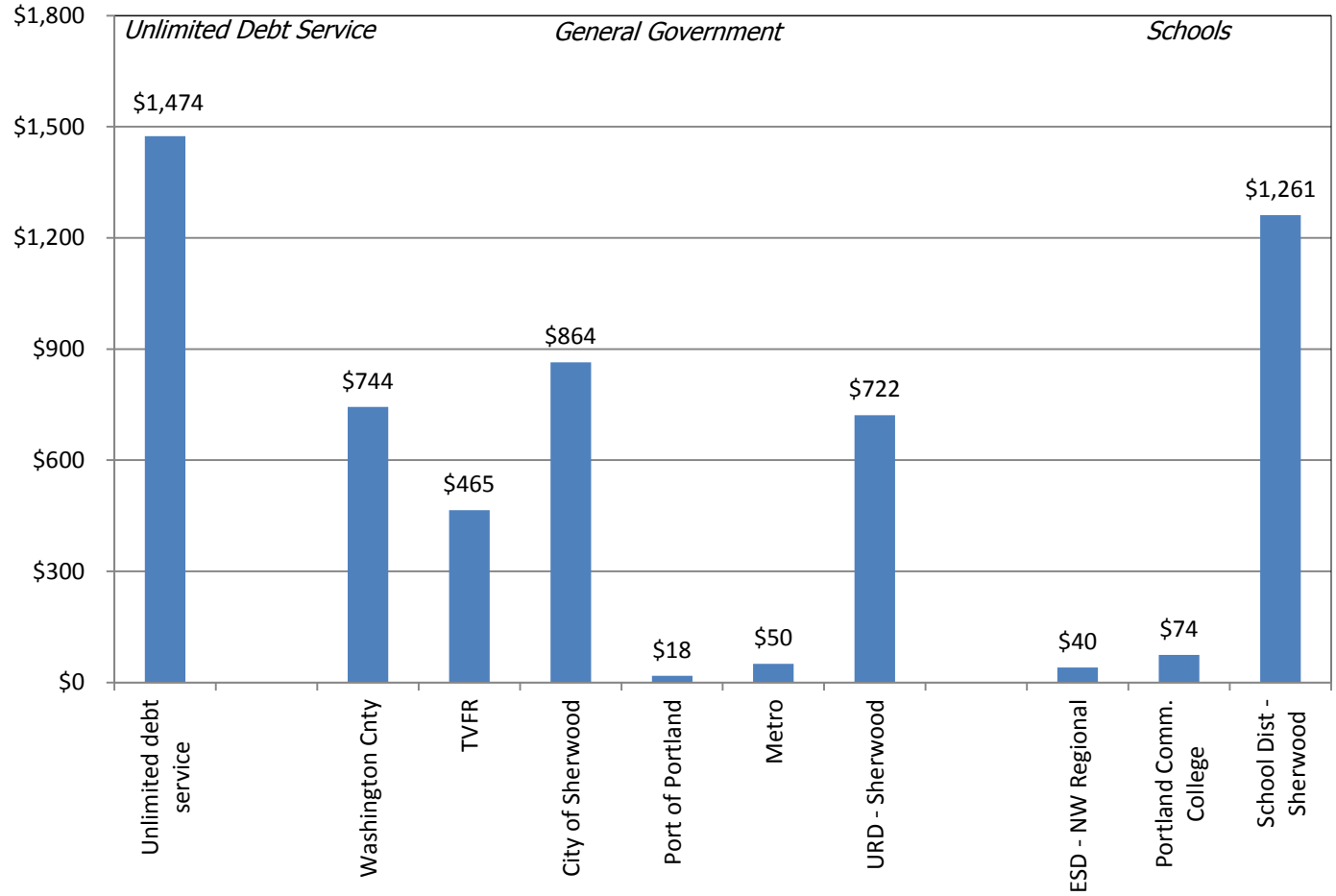
The Urban Renewal District is a geographic area within the City of Sherwood, defined in the Urban Renewal Plan. The purpose of the district is to eliminate blight and create an environment in which the private sector may develop uses consistent with the goals of the Urban Renewal Plan. The District borrows money to fund infrastructure and other improvements, receives property taxes calculated on the increased assessed values, and uses the taxes to pay debt service on the borrowings.
The URA began operations in 2001-02. The assessed value in the district was determined at that date and became the frozen base. In subsequent years, the incremental assessed value is the difference between the assessed value in the district and the frozen base. Each year, the URA receives property tax attributable to the incremental assessed value; the city general fund receives property tax attributable to the city's assessed value less the URA incremental value.

Property tax for the URA is a portion of the permanent rate levy for the city and each overlapping tax district, not an addition to it. The amount of tax for the URA is *determined* by the incremental assessed value in the Urban Renewal District, but the tax is *collected* by dividing the city's (and each taxing entity's) permanent rate levy. Thus, tax for the URA appears on each tax bill in Sherwood, not just those in the URD. Absent the URA, the tax would go to the City and other taxing districts -- but without urban renewal efforts and expenditures, the assessed values presumably would not have increased.

The URD will cease to exist after it has incurred and repaid the maximum indebtedness specified in the plan, $ 45,133,469.

2013-14 Tax

A Sherwood homeowner with an assessed value of $300,000 would have paid $5,714 in property taxes, as follows:



The City of Sherwood's portion of unlimited debt service is $165.39; the remainder is for other jurisdictions such as Tualatin Valley Fire, Sherwood School Dist., and Washington County.

Property Tax Levies

General Fund

Estimated Taxable assessed value (exclusive of URA incremental assessed value)	$	1,413,849,727
Multiplied by the permanent rate		0.0032975
Levy		4,662,169
Less amount uncollectable in the year levied		(232,391)
General Fund property taxes to balance the budget	$	4,429,778

Debt Service Fund

Levy	$	932,930
Less amount uncollectable in the year levied		(47,000)
Debt Service Fund property taxes to balance the budget	$	885,930

General Fund in Total

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Proposed	2014-15 Approved	2014-15 Adopted
SOURCES							
Beginning fund balance	$ 2,172,887	$ 2,500,483	$ 2,623,551	$ 2,964,868	$ 3,247,771	$ 3,247,771	
Revenue							
Taxes	4,286,081	4,381,867	4,416,550	4,602,100	4,811,700	4,811,700	
Franchise Fees	1,574,434	1,580,367	1,788,500	1,607,015	1,798,000	1,798,000	
Licenses and permits	72,451	72,411	72,500	74,450	61,800	61,800	
Intergovernmental	1,546,551	1,455,609	1,506,718	1,509,197	1,843,699	1,843,699	
Charges for services	591,056	779,918	675,898	923,081	778,341	778,341	
Infrastructure development	17,279	150,799	127,700	285,000	112,450	112,450	
Fines, interest and other	1,417,739	1,093,591	1,104,447	1,189,787	1,254,980	1,254,980	
Total revenue	9,505,591	9,514,562	9,692,313	10,190,630	10,660,970	10,660,970	
Other sources							
Transfers in	57,017	-	-	-	-	-	
Interfund loan payments	315,296	146,640	146,000	146,000	147,000	147,000	
Total other sources	372,313	146,640	146,000	146,000	147,000	147,000	
Total sources	**12,050,791**	**12,161,685**	**12,461,864**	**13,301,498**	**14,055,741**	**14,055,741**	
USES							
Expenditures							
Personal services							
Salaries and wages	4,608,168	4,681,813	4,952,525	5,047,883	5,363,758	5,363,758	
Payroll taxes	454,442	450,568	532,481	537,315	595,815	595,815	
Benefits	1,692,072	1,793,241	2,167,888	1,954,249	2,138,778	2,138,778	
Total personal services	6,754,682	6,925,622	7,652,894	7,539,447	8,098,351	8,098,351	
Materials and services							
Professional & technical	1,013,685	907,881	999,201	1,153,935	1,360,145	1,360,145	
Facility and equipment	716,507	740,304	730,354	672,172	758,760	758,760	
Other purchased services	477,166	535,220	587,025	681,509	808,221	808,221	
Supplies	317,926	287,854	313,182	288,353	336,345	336,345	
Community activities	12,249	22,648	28,275	32,625	35,815	40,815	
Minor equipment	155,990	112,869	161,200	198,515	257,050	257,050	
Other materials & services	(837,381)	(928,259)	(974,403)	(853,411)	(1,044,286)	(1,044,286)	
Total materials & services	1,856,142	1,678,517	1,844,834	2,173,698	2,512,050	2,517,050	
Capital outlay							
Infrastructure	106,047	43,684	60,000	30,000	195,000	195,000	
Buildings	5,989	-	-	-	18,000	18,000	
Vehicles	100,468	41,330	41,100	41,100	73,000	73,000	
Furniture and equipment	327,433	67,222	50,109	61,109	181,264	181,264	
Total capital outlay	539,938	152,236	151,209	132,209	467,264	467,264	
Debt service							
Principal	164,272	111,300	115,010	115,010	122,430	122,430	
Interest	35,273	29,142	23,337	23,337	17,150	17,150	
Total debt service	199,546	140,442	138,347	138,347	139,580	139,580	
Total expenditures	9,350,308	8,896,817	9,787,284	9,983,701	11,217,245	11,222,245	
Other uses							
Transfers out	200,000	300,000	50,000	70,026	-	-	
Ending Fund Balance	2,500,483	2,964,868	-	-	-	-	
Contingency	-	-	2,477,563	3,107,771	533,049	533,049	
Reserved for Future Years - PEG	-	-	-	-	-	90,000	
Reserved for Future Years - Maint.	-	-	147,017	140,000	-	350,000	
Reserved for Future Years	-	-	-	-	2,305,447	1,860,447	
Total uses	**12,050,791**	**12,161,685**	**12,461,864**	**13,301,498**	**14,055,741**	**14,055,741**	

General Fund in Total by Division

	Administration	Community Development	Public Safety	Community Services	Public Works Operations	General Fund Reserve	2014-15 Budget
SOURCES							
Beginning fund balance	3,107,771	-	-	-	-	140,000	$3,247,771
Revenue							
Taxes	4,811,700	-	-	-	-	-	4,811,700
Francise Fees	1,798,000	-	-	-	-	-	1,798,000
Licenses and permits	1,800	60,000	-	-	-	-	61,800
Intergovernmental	482,500	283,846	70,280	759,573	247,500	-	1,843,699
Charges for services	57,000	489,281	6,000	220,560	5,500	-	778,341
Infrastructure development charges	-	112,450	-	-	-	-	112,450
Fines, interest and other	859,580	2,500	1,500	163,400	18,000	210,000	1,254,980
Total revenue	8,010,580	948,077	77,780	1,143,533	271,000	210,000	10,660,970
Other sources							
Interfund loan payment	147,000	-	-	-	-	-	147,000
Total other sources	147,000	-	-	-	-	-	147,000
Total sources	**11,265,351**	**948,077**	**77,780**	**1,143,533**	**271,000**	**350,000**	**14,055,741**
USES							
Expenditures							
Personal services							
Salaries and wages	1,163,218	771,060	1,995,122	815,317	619,041	-	5,363,758
Payroll taxes	106,428	73,918	262,530	75,957	76,982	-	595,815
Benefits	467,444	309,562	813,576	288,819	259,377	-	2,138,778
Total personal services	1,737,090	1,154,540	3,071,228	1,180,093	955,400	-	8,098,351
Materials and services							
Professional & technical services	471,650	363,300	259,900	89,720	175,575	-	1,360,145
Facility and equipment	225,200	-	63,000	4,600	465,960	-	758,760
Other purchased services	566,628	56,125	94,094	53,325	38,049	-	808,221
Supplies	12,250	7,095	43,250	143,850	129,900	-	336,345
Community activities	18,040	75	3,000	16,400	3,300	-	40,815
Minor equipment	166,000	-	-	75,250	15,800	-	257,050
Other materials and services	(845,900)	(198,386)	-	-	-	-	(1,044,286)
Total materials and services	613,868	228,209	463,244	383,145	828,584	-	2,517,050
Capital outlay							
Infrastructure	-	-	-	-	195,000	-	195,000
Buildings	-	-	-	-	18,000	-	18,000
Vehicles	-	-	61,000	-	12,000	-	73,000
Furniture and equipment	152,764	-	-	-	28,500	-	181,264
Total capital outlay	152,764	-	61,000	-	253,500	-	467,264
Debt service							
Principal	122,430	-	-	-	-	-	122,430
Interest	17,150	-	-	-	-	-	17,150
Total debt service	139,580	-	-	-	-	-	139,580
Total expenditures	2,643,302	1,382,749	3,595,472	1,563,238	2,037,484	-	11,222,245
Other uses							
Ending Fund Balance	-	-	-	-	-	-	-
Contingency	533,049	-	-	-	-	-	533,049
Reserved for Future Years - PEG	90,000	-	-	-	-	-	90,000
Reserved for Future Years - Maint.	-	-	-	-	-	350,000	350,000
Reserved for Future Years	1,860,447	-	-	-	-	-	1,860,447
Total uses	**5,126,798**	**1,382,749**	**3,595,472**	**1,563,238**	**2,037,484**	**350,000**	**14,055,741**
Net sources (uses)	**$ 6,138,553**	**$ (434,672)**	**$(3,517,692)**	**$ (419,705)**	**$ (1,766,484)**	**$ -**	**$ -**

Administration Division

Administration provides leadership and support for all City functions including the City Council. Administration includes the City Council, City Recorder, City Manager, Assistant City Manager, Information Technology, Human Resources, Finance and Municipal Court.

All general government revenue such as taxes and franchise fees are posted to the Administration.

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Budget
Revenue					
Taxes	4,286,081	4,381,867	4,416,550	4,602,100	4,811,700
Franchise Fees	1,574,434	1,580,367	1,788,500	1,607,015	1,798,000
Licenses and Permits	60,626	59,436	61,500	62,950	1,800
Intergovernmental	474,382	468,939	474,000	488,500	482,500
Charges for Services	44,551	43,736	43,300	44,661	57,000
Other Revenue	1,346,832	995,447	1,048,347	990,178	859,580
Transfers in & Other Sources	372,313	146,640	146,000	146,000	147,000
Total revenue	8,159,219	7,676,431	7,978,197	7,941,404	8,157,580
Expenditures					
Personal services	1,654,075	1,586,997	1,790,739	1,703,791	1,737,090
Materials and services	575,290	398,075	442,063	696,530	613,868
Capital outlay	153,417	52,046	50,109	61,109	152,764
Debt service	138,451	140,442	138,347	138,347	139,580
Transfers out & Other Sources	200,000	300,000	50,000	70,026	-
Total expenditures	2,721,234	2,477,560	2,471,258	2,669,803	2,643,302
Net revenue (expenditures)	5,437,985	5,198,871	5,506,939	5,271,601	5,514,278
FTE	17.4	15.6	16.4	17.5	16.4

General Fund Reserves

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Budget
Beginning Fund Balance	-	-	-	-	140,000
Revenue					
Other Revenue					
Financial Software	-	-	-	100,000	(100,000)
Community Center	-	-	-	40,000	(40,000)
FY15 Maintenance Contribution	-	-	-	-	195,807
Additional FY15 Contribution	-	-	-	-	154,193
Total revenue	-	-	-	140,000	350,000
Total expenditures	-	-	-	-	-
Reserved for Future Years	-	-	-	140,000	350,000

City Manager

City Manager provides leadership, coordination and management for the City and is responsible for establishing general administrative policies that govern the operations of the city. The City Manager, along with the Assistant City Manager and with input from his Senior Management team, also supports and assists the Mayor and City Councilor's in their roles as policy makers by providing accurate and timely information and appropriate policy alternatives. The City Manager as an appointed officer by the City Council also works closely with the other three appointed officers, the City Attorney, City Recorder and Municipal Court Judge. These appointed, contract employees also provide oversight for contracts, budget development, official records, legislative activities, public information and municipal elections.

2013-14 Accomplishments

- Received approval and adopted budget by City Council for 2013-2014 budget.
- Began Construction of Sherwood Community Center Building
- Completion of New Turf Field at Snyder Park
- Completion of Downtown Streetscapes Project, Phase 2 (Railroad Street, Washington Street)
- Review of the Sherwood Charter by Charter Review Committee

2014-15 Goals, Strategies, Values, Activities, and Performance Measures

Oversee all divisions and departments in their efforts to meet the City's goals.

City Council and Recorder

The seven-member City Council is composed of an elected Mayor and six elected Councilors. The Council members serve a four year term and the Mayor serves two years. The City Council is the legislative branch of our local government which is responsible for setting policies. This is accomplished through the adoption of ordinances and resolutions. City Council meets in regular monthly meetings. In addition Council work sessions are held to study upcoming issues. The City Recorder is responsible for the management of City records and provides administrative support to the Council.

2013-14 Accomplishments

- City Recorder continues to populate City website with City Council meeting records
- City Recorder received Master Municipal Clerks Certification in August 2013 from the International Institute of Municipal Clerks and continues with professional development and education
- The City Recorder trains for and holds the position of City Liaison Officer on City's Emergency Management Team
- City Council recognized approximately 139 Sherwood High School students for Academic and Athletic Achievements and recognized 22 Eagle Scouts in 2012-13
- City Recorder supported Boy Scouts of America in earning Merit Badges by providing tours of government facilities and educating on government practices
- Hosted Sister City of Edogawa Japan and coordinated visit of 20 students
- Coordinated City Council recognition of local organizations and community members

2014-2015 Goals, Strategies, Values, Activities, and Performance Measures

The City of Sherwood, **City Recorder** supports all City departments in achieving the Goals of the City by supporting the values identified as important by City leaders.

Value: ***The City of Sherwood Values and Promotes Quality Services & Fiscal Responsibility***

Strategies:

Develop and Implement a Records Management program

Activities:

- Provide staff training on records management, writing legislation and Code amendments, keep staff apprised of Oregon Administrative Rules and Retention Schedules
- Prepare records for Records Archive Room, creating electronic records, review retention dates, support staff in preparing records for destruction and abiding by Oregon Administrative Rules
- Manage Requests for Records, responded to and fulfill 100+ Request for Records, and continues to work towards streamlining efficiencies
- Record documents with local government agencies
- Responsible for maintaining the Sherwood Municipal Code and managing the public link via the City website, streamlining efficiencies

Performance Measures:

- Conducted Records Management Day at all City Facilities
- Coordinated and oversee amendments to the Municipal Code

City Council and Recorder

Value: ***The City of Sherwood Values and Promotes Quality Services & Citizen Participation***

Strategies:

Provide support to the City Council and Urban Renewal Agency Board of Directors.

Activities:

- Prepare Council & URA Board agenda's and meeting materials
- Prepare and post public notices
- Prepare legislation for adoption and catalog records
- Transcribe meeting minutes
- Ensure meeting records are complete and accurate
- Manage all correspondences of elected officials
- Serve as contact person for elected officials
- Coordinate Council participation in community events, parades and festivals
- Coordinate annual student achievement awards
- Coordinate monthly Boy Scout and Girl Scout achievement awards
- Produce and manage City Council/City Recorder annual budget

Performance Measures:

- Coordinated monthly City Council meetings and URA Board meetings as needed, prepare materials and transcribe meeting minutes
- Prepare approximately 95 pieces of legislation for City Council & URA Board
- Awarded 139 Academic & Athletic Achievement Certificates in 2013
- Awarded 22 Eagle Scout Award Certificates in 2013

Serve as the City Elections Official

Activities:

- Coordinate and oversee City elections,
- Abide by Oregon Election Laws, stay apprised of new regulations
- Ensure proper public noticing
- Canvass election results and record with County Elections Office

Performance Measure:

- Oversaw 2013 election processes; Annexation Ballot Measure, Initiative Petition and 3 Recall Petitions

Information Technologies

The Information Technologies department provides technical support, troubleshooting and maintenance of computer hardware and software used by the city. The department operates and maintains the network, servers, phone systems, Sherwood Broadband, and Sherwood public access channel. This department also manages software licensing, assists departments in improving service through effective use of technology and provides training to staff.

2013-2014 Accomplishments

- Upgraded and expanded the city's Virtualization and Storage infrastructure, increasing performance and capacity.
- Migrated the city's website to a new software version and configuration, increasing the ease of use and online services.
- Worked closely with the Sherwood School District to launch a proof of concept video production class utilizing City resources.
- Completed major upgrades to the city's email and authentication systems
- Enhanced our alerting and monitoring through closer integration with our various systems and networks, resulting in more proactive responses.
- Implemented the offsite storage component of our data backup plan, increasing the overall protection of City data.
- Implemented a Mobile Device Management solution allowing the IT department to administer and set policies for mobile devices used by staff.

2014-2015 Goals, Strategies, Values, Activities, and Performance Measures

The City of Sherwood Information Technology Department supports all the technical needs of the employees of Sherwood along with support to the Sherwood Broadband utility and its customers.

Value: ***The City of Sherwood Values and Promotes Quality Services***

Strategies:

Continue IT Service Management improvements

Activities:
- Develop automated workflows for common IT processes
- Continue building upon end user documentation and training opportunities
- Build upon the current IT knowledge management system
- Continue the development of IT policies and standards

Performance Measure:
- Help Desk satisfaction rate

Value: ***The City of Sherwood Values and Promotes Community Pride***

Strategies:

Enhance the community information presented on the website and cable access channel

Information Technologies

Activities:

- Continue to enhance the city's website through electronic services (shelter reservation, license renew, etc.)
- Increase staff usage of the website through additional trainings and usability improvements
- Work with Sherwood School District on developing a program for students to submit content to the cable channel and assist in cable channel operations
- Integrate Social Media into the city's website and develop a policy for its use

Performance Measure:

- Visitors to the city's website and average time spent on the site

Value: ***The City of Sherwood Values and Promotes Fiscal Responsibility***

Strategies:

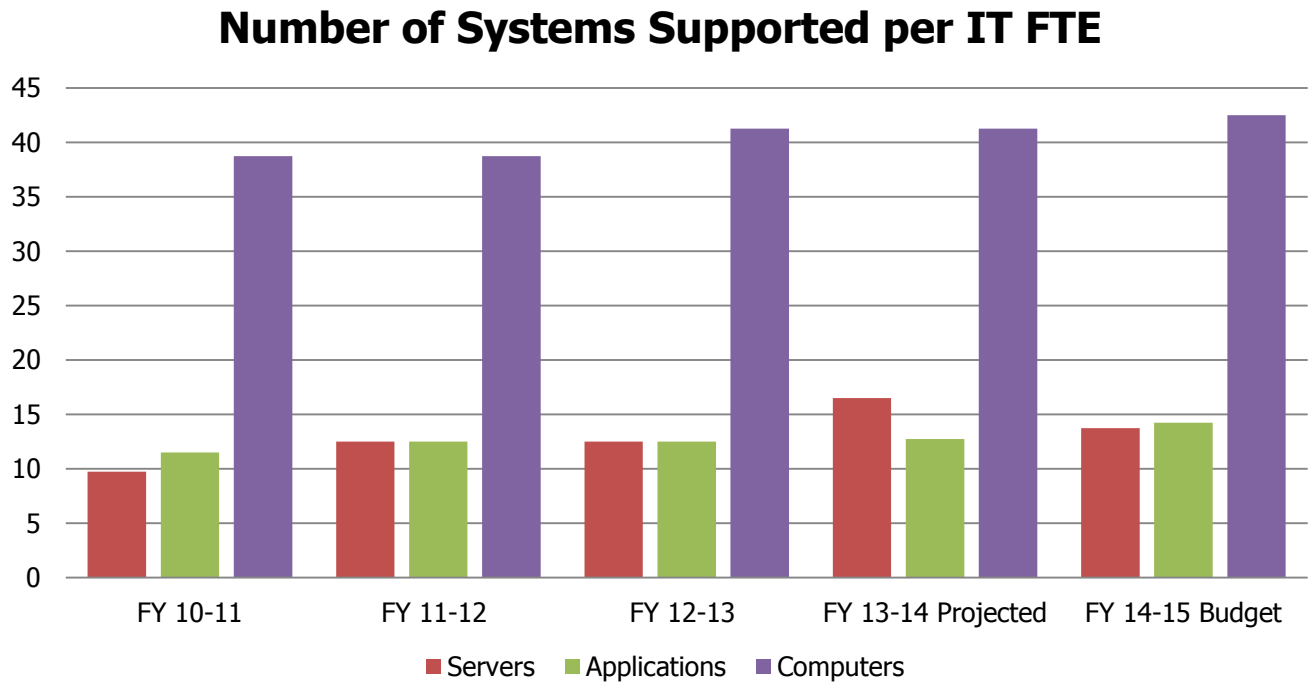
Continue current server and storage consolidation efforts

Activities:

- Continue migrating city servers and storage to a consolidated infrastructure
- Formalize a disaster recovery plan that is based off the new consolidated infrastructure and backup software
- Continue testing recoverability from the cities disaster recovery site

Performance Measure:

- Server consolidation ratio and percentage of servers virtualized.



Human Resources & Risk Management

The Human Resource Department provides personnel support for all City employees. This department also includes recruitment, training and development, benefit and compensation, and salary classifications and is responsible for managing and updating The City of Sherwood Employee Manual and Employee Policies. Manages two union contracts and leads employee advocacy. Risk Management is responsible for managing the policies and processing claims for workers' compensation, property, auto and equipment and liability insurance. This department also reviews and manages the City's benefit package to insure the best possible rates and protection for employees at a reasonable rate.

2013-14 Accomplishments

- Retain, recruit and train a top quality work force
- Manage all lines of insurance coverage for the City
- Lead in Employee Advocacy
- Managed Union Contracts
- Obtained Risk Management Certification

2014-2015 Goals, Strategies, Values, Activities, and Performance Measures

The City of Sherwood Human Resource Department goals are the **Values** identified as important by City leaders.

Value: ***The City of Sherwood Values and Promotes Fiscal Responsibility***

Strategies:

Develop and Implement a fiscally responsible Risk Management Plan

Activities:

- Create and implement Risk Management Tools.
- Promote a safe work environment by providing proper training and ergonomic work place for employees.
- Manage Workers' Compensation Claims and promote an "Early Return to Work" plan.
- Provide employee safety training for improved on the job safety.

Performance Measures:

- 100% of all workers comp claims will participate in an "early return to work" plan.
- All divisions are represented on the City of Sherwood safety committee.
- Be proactive regarding Risk Management activities for all City Departments.

Value: ***The City of Sherwood Values and Promotes Quality Services***

Strategies:

Develop and Implement Employee Training

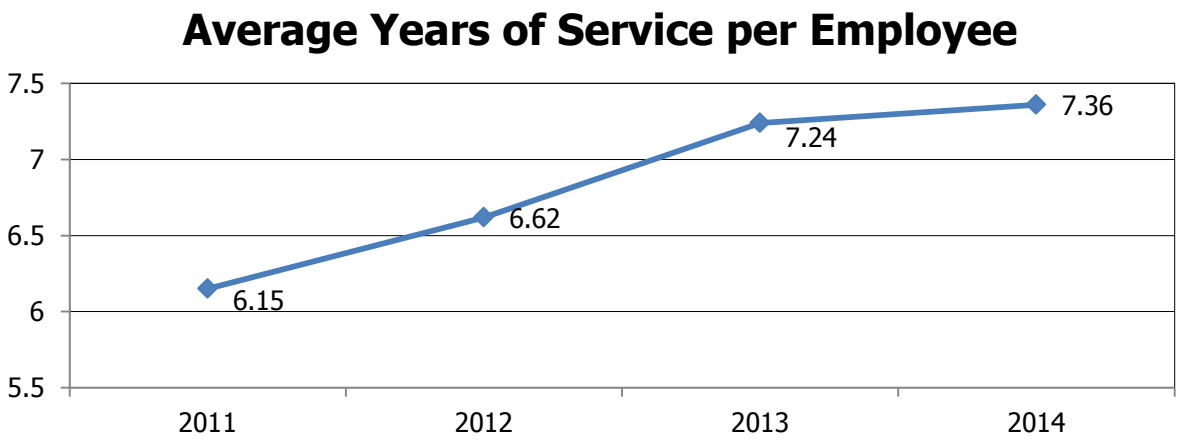
Human Resources & Risk Management

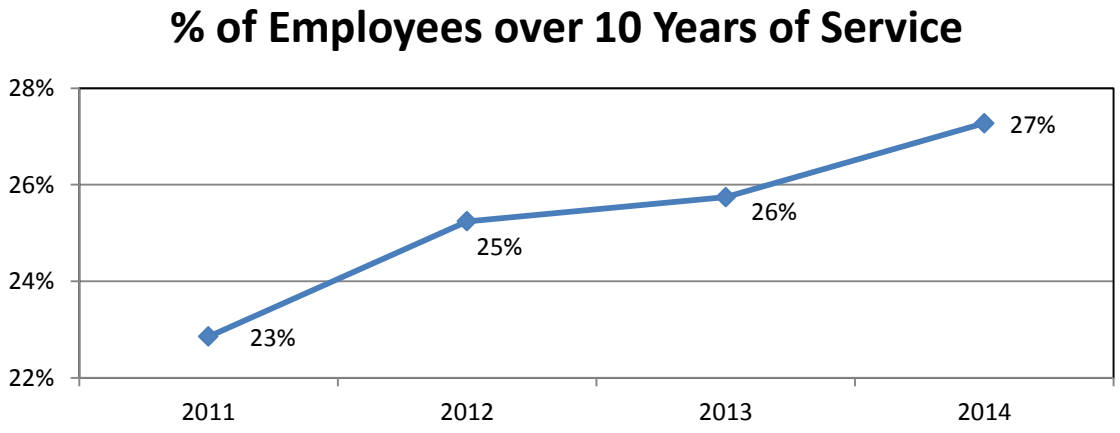
Activities:

- Create an On-Line Employee Orientation and Training Tool
- Organize on-site training for employees and management
- Attend Risk Management, Employee Relations and Policy Training Seminars to keep up to date on Human Resource laws and trends
- Work with Managers/Supervisors and Directors to motivate and further train employees on all aspects of the job functions, team work, customer service and time management. Adding additional training topics throughout the year as needed

Performance Measures:

- Implementation of employee online training program.
- Conduct quarterly training for employees





Finance

The Finance department provides financial information, oversight and management. Finance is responsible for the annual budget, annual audit, debt management, payroll, cash management, and accounts payable. Municipal Court is part of the Finance Department, and is responsible for processing all citations and violations issued by the Sherwood Police Department.

2013-14 Accomplishments

- Received the GFOA Budget Award for the Fiscal Year 2013-14 budget document
- Received the GFOA Award for Excellence in Financial Reporting for FY11-12
- Prepared Consolidated Annual Financial Report for Fiscal Year 2012-13 audit and submitted it to GFOA for national recognition.
- Maintained the City's Aa3 General Obligation debt rating and A1 Full Faith and Credit debt rating.
- Managed finances as to increase the General Fund balance for the fifth consecutive year.
- Reorganized the Finance Department to better utilize staff and increase efficiencies and productivity
- The Finance Director received her Oregon Municipal Finance Officer Certification

2014-2015 Goals, Strategies, Values, Activities, and Performance Measures

The City of Sherwood Finance Department supports all other departments in achieving the Goals of the City by **Supporting** the **Values** identified as important by City leaders.

Value: ***The City of Sherwood Values and Promotes Fiscal Responsibility***

Strategies:

Develop and implement a fiscally responsible budget

Activities:
- Budget preparation and monitoring
- Process receipts, purchasing, payments and deposits

Performance Measures:
- Receive the GFOA Budget Award
- Process all cash receipts within 48 hours of receipt
- All vendors are paid within 30 days of receipt of invoices

Comply with State Auditing Guidelines

Activities:
- Prepare work papers and Comprehensive Annual Financial Report (CAFR)

Performance Measure:
- Meet all statutory requirements and deadlines for preparing and publishing the CAFR
- Receive the GFOA Award for Excellence in Financial Reporting

Finance

Update and maintain the City's Payroll System

Activities:
- Review and process time sheets
- Process all Federal and State Tax Reporting
- Update and Maintain PERS reporting requirements

Performance Measure:
- All employees are paid on time and all statutory requirements are met.

Develop and Implement City Financing and Investment portfolios

Activities
- Monitor Bank and LGIP accounts
- Develop and implement financing arrangements for City projects

Performance Measure:
- A funding plan will be identified for all City projects prior to the projects start dates

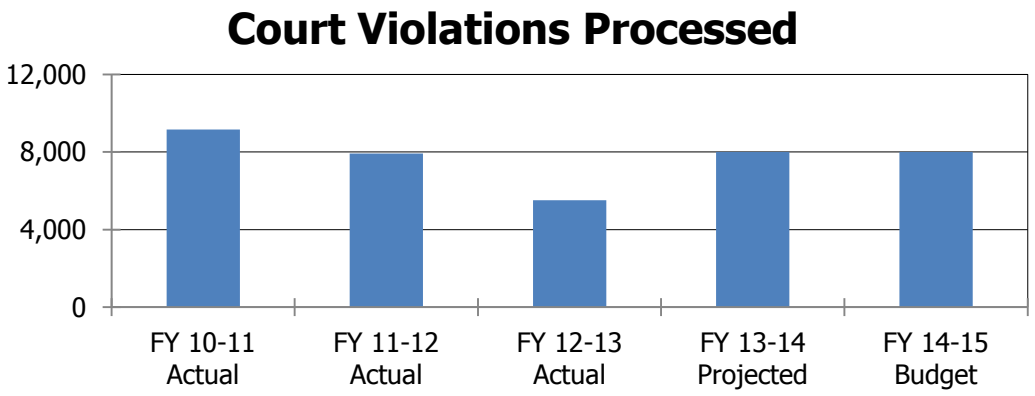
Value: ***The City of Sherwood Values and Promotes Quality Services***

Strategies:

Develop and Maintain Customer Oriented Court Administration

Activities:
- Import and track citations
- Process arraignment and trial sessions
- Assure compliance with Oregon Statutes and Administrative Rules

Performance Measures:
- All phone calls are responded to within 24 hours
- Mail correspondence is responded to within 5 days of receipt
  (With staffing and work load fluctuations, we have not met these standards)



Community Development Division

To provide overall management and administrative support for the City's Community Development Division. This division includes planning, engineering, and building. Community Development strives to provide efficient, consistent, and seamless private and public development services.

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Budget
Budget					
Revenue					
Licenses and Permits	-	-	-	-	60,000
Intergovernmental	3,075	28,237	3,200	12,396	283,846
Charges for Services	295,842	481,848	385,598	628,087	489,281
Infrastructure & Development fees	17,279	150,799	127,700	285,000	112,450
Other Revenue	-	-	-	-	2,500
Total revenue	316,196	660,884	516,498	925,483	948,077
Expenditures					
Personal services	776,917	879,003	920,976	967,129	1,154,540
Materials and services	(8,373)	(844)	63,909	169,399	228,209
Total expenditures	768,544	878,160	984,885	1,136,528	1,382,749
Net revenue (expenditures)	(452,348)	(217,276)	(468,387)	(211,045)	(434,672)
FTE	8.6	8.6	9.0	10.0	12.1

Community Development Division

2014-2015 Goals, Strategies, Values, Activities, and Performance Measures

The City of Sherwood Community Development Department provides quality current and long range planning, building, and engineering services to support the infrastructure, livability, well-being and economic development of the community.

Value: ***The City of Sherwood Values and Promotes Fiscal Responsibility***

Strategies:

Ensure that staff is efficient and effective in providing the highest high level of customer service and development review.

Activities:
- Track time spent on activities including customer service
- Monitor time spent by staff on projects

Performance Measures
- Timecards are completely filled out and reviewed by manager
- Track average time taken to process review

Value: ***The City of Sherwood Values and Promotes Quality Services***

Strategies:

Provide excellent customer services for citizens, developers, and other customers at City Hall

Activities:
- Assist customers with applicable forms and applications
- Provide prompt response to phone calls, e-mails and in-person inquiries
- Attend trainings as necessary and appropriate to ensure continued knowledge in the field
- Provide over the counter assistance whenever possible
- Process applications and permits in a timely manner
- Refine public involvement process to be more clear and inclusive
- Implement a customer satisfaction survey

Performance Measure
- 100% of all Type III and IV applications have first public hearing within 6-8 weeks
- 100% of all Type II applications have decision issued within 8 weeks
- 100% of all Type 1 permits processed within 2 weeks
- Track customer service contacts made
- Track and resolve all issues in a database format.
- Average Engineering turn-around on first review of public improvement plans is 4 weeks; average turn around on subsequent review is 2 weeks
- Average Building department turn-around on first review of building plans is 2 weeks; average turn around on subsequent review is 2 weeks

Community Development Division

Provide efficient processes for developers.

Activities:

- Prepare forms, applications and instructions as necessary
- Maintain and provide current City Codes and Standards in a user friendly format
- Assure compliance with adopted current Statewide and Regional codes and Standards
- Explore opportunities for increased efficiencies through use of technology
- Evaluate existing processes and explore opportunities to create efficiencies

Performance Measure

- Keep stock of forms and applications available in the lobby at all times.
- Adopt current Statewide and Regional codes when required
- Monitor average time taken to process reviews

Goal: ***Public Safety: "The City of Sherwood will provide for the safety and security of the community and its citizens."***

Strategies:

Require projects to follow up to date Codes and Standards to ensure public safety

Activities:

- Maintain and provide current City Codes and Standards
- Assure compliance with adopted current City, Statewide and Regional Codes and Standards through land use and plan review and inspection.
- Design projects to comply with all Codes, Standards and Applicable Permits

Performance Measure

- Adopt current Statewide and Regional codes when required

Respond to inquiries and requests from public for traffic control changes.

Activities:

- Respond to initial inquiries and requests in a timely fashion and document citizens' concerns and request.
- Review and research citizen inquiries and requests using current standards, practices, and policies.
- Inform citizens of outcome of reviews in a timely fashion.

Performance Measure

- Respond to all inquiries with the Public Works and Public Safety Divisions
- Track all requests with issues database

Goal: ***Infrastructure: "The City of Sherwood will provide and maintain infrastructure for its citizens to live, work and play."***

Community Development Division

Strategies**:**

Develop Capital Improvement Programs to ensure infrastructure is available for citizens and development

Activities:
- Prepare Capital Improvement Plans
- Prepare and Update Master plans
- Provide recommendations for financial plans to ensure funds are available to create and maintain infrastructure

Performance Measure
- Include Capital improvement plan items in current budget
- Update all Master plans according to schedule outlined in plan or earlier as necessary.
- Update methodologies for system development charges and fees.

Design and Construct Capital Projects in a timely manner to allow orderly development

Activities:
- Community Center Construction management
- Columbia Street Regional Stormwater Facility
- Tonquin Employment Land sanitary upgrade
- Street Maintenance Projects

Goal: ***Livability: "The City of Sherwood will provide opportunity for responsible community development and growth."***

Strategies**:**

Develop and implement plans for undeveloped areas in the Urban Growth Boundary for implementation and for areas of potential re-development

Activities:
- Annexation of Tonquin Industrial Area
- 99W corridor plan
- Concept planning for urban reserve areas adjacent to Sherwood
- Update the City's Comprehensive Plan

Performance Measure
- Successfully annex areas into the City of Sherwood
- Develop plans for adoption by Council

Work with Regional Partners to develop consistent plans that will benefit Sherwood and the surrounding communities

Activities:
- SW Corridor Planning
- Comprehensive Plan Periodic Review
- TSP update

Community Development Division

- Tonquin Trail/Cedar Creek Trail
- Monitor and participate in regional discussions regarding urban growth boundary decisions

Performance Measure
- Plans adopted are coordinated and consistent with regional partner's plans

Review existing development code to ensure development continues to reflect community values

Activities:
- Old Town Standards
- Density clarification for PUD, multi-family and mixed use
- PUD process and standards
- Comprehensive housekeeping code update

Performance Measure
- Hold meetings with Planning Commission Council and Public.
- Adopt ordinances that address issues as approved by Council.

Goal: Resident Well Being: "The City of Sherwood will facilitate the provision of services to encourage a balanced quality of life for its citizens"

Strategies**:**

Work with Regional Partners to provide amenities consistent with the Transportation and Park Master Plans

Activities:
- Apply for applicable funds for street, bike and pedestrian facilities
- Cedar Creek Trail design and construction
- Coordinate with Washington County on their transportation system update
- Coordinate and engage with Metro on the Regional Transportation Plan update
- Work with Tri-Met on local transit service enhancement

Performance Measure
- These projects will span multiple years. Make consistent progress.

Goal: ***Economic Development: "The City of Sherwood will promote responsible economic development which benefits the community."***

Strategies**:**

Provide Infrastructure for City owned lands to stimulate economic development

Activities:
- Tannery Site Acquisition and Development
- Annexation of Tonquin Employment lands

Planning

The Planning Department plays an integral role in shaping the long term character of the City through the development and implementation of the Sherwood Comprehensive Plan and other long range planning documents. The plans are intended to protect the personal, environmental, and economic health of the community, and have been instrumental in helping make Sherwood *Money* magazine's 5th most livable city in the United States. The Planning Department currently consists of the Planning Manager, a Senior Planner, a Department Program Coordinator, and the City Hall Receptionist.

Current planning is responsible for permitting and development review, and implements the City's development regulations that govern land use, site development, land divisions, parking, landscaping, signage, and environmental resource protection. Planners meet with citizens, business owners, developers, and decision makers to assist in facilitating quality development.

Long-range planning activities include maintaining, updating, and implementing the Comprehensive Plan and other planning documents which help to guide the design and function of Sherwood's built and natural environments. Planners also help to implement new planning programs intended to address state, federal, and local issues facing the future of the City. Planners also monitor and coordinate on issues of countywide and regional significance.
This year's budget reflects the continuation of the above technical services along with specific projects.

2013-14 Accomplishments

- Processed the majority of land use applications within 6-8 weeks
- Finalized intergovernmental agreements and selected consultants for the Cedar Creek Trail.
- Participated in the Southwest Corridor Planning process.
- Review of the Sherwood Community Center
- Provided the Planning Commission with additional training opportunities and publications
- Competed for and received two grants for future planning of the Tonquin Employment Area and preliminary planning for the Urban Reserve Areas west of Sherwood.
- Assisted Engineering in updating the Transportation System Plan.
- Updated the Buildable Lands Inventory for the Metro growth report and school district
- Implemented a new citizen participation forum which included facilitation by the Planning Commissioners
- Involved the public through a series of open houses and online survey
- Coordination and participation with regional partners on issues of regional and local importance.
- Completed the Town Center Plan

Planning

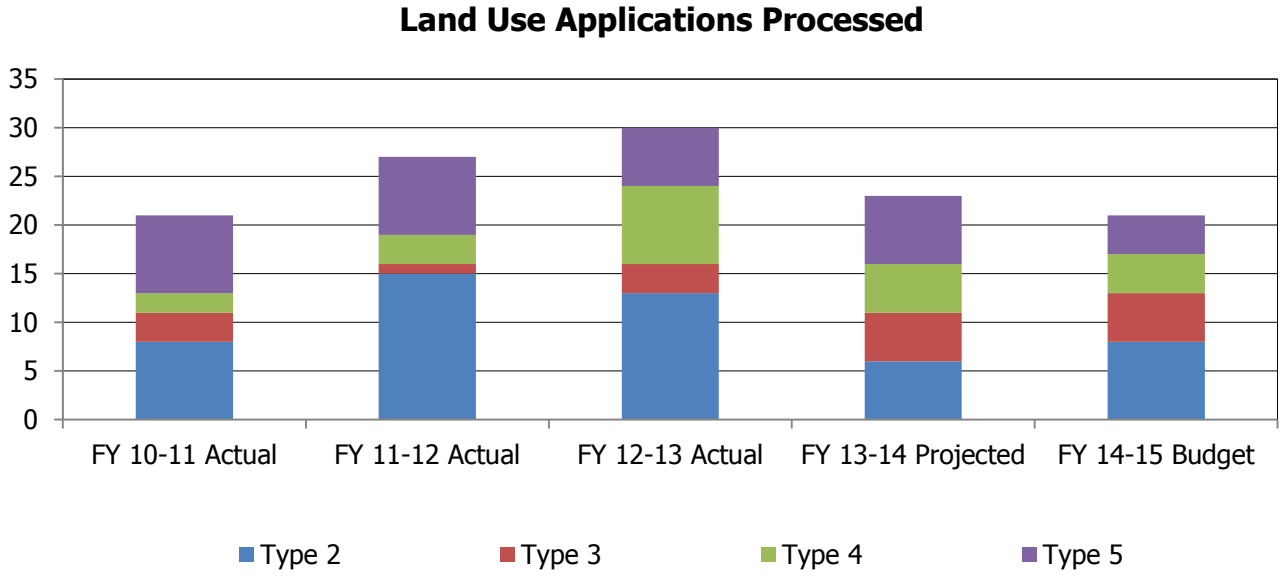
Land Use Applications Processed

Type 2 applications are staff level decisions made by the Senior Planner and Planning Manager. Generally these are straight forward, smaller in size, and require no discretion in making the decision. They do require public and agency notice. Type 2 applications include minor land partitions, small subdivisions on up to 10-lots.

Type 3 applications require a public hearing and decision by a Hearings Officer, and include such reviews as Conditional Use permits, Site Plan Reviews on projects between 15,001 and 40,000 square feet, and subdivisions that create between 11-50 lots.

Type 4 applications require a public hearing and decision by the Planning Commission, and include Site Plan Review on projects over 40,000 square feet, subdivisions over 50 lots, and class A variances.

Type 5 applications require a legislative decision made by the City Council after a public hearing and after the Planning Commission has conducted a public hearing and made a recommendation to the City Council. Type 5 reviews include Annexations, Plan Map Amendments, Plan Text Amendments, and Planned unit Developments.



Building

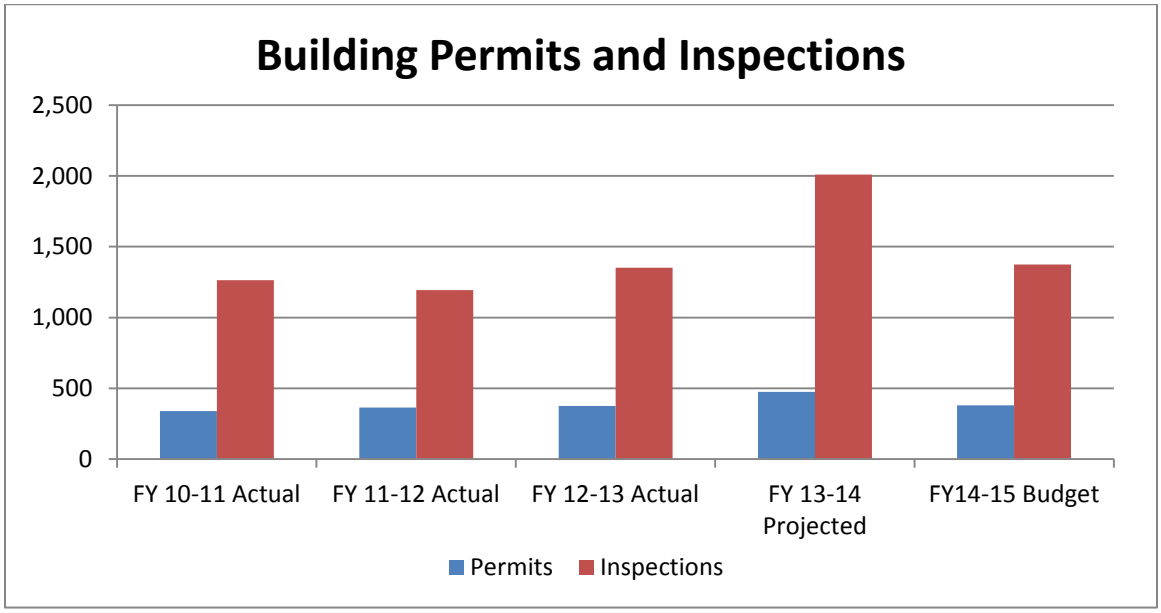
The Building Department's responsibilities are to review and approve plans, issue permits, and perform inspections for new construction in compliance with the State of Oregon's building, plumbing, mechanical, solar, manufactured dwelling, and energy codes. The Department assists the public and professionals with information relevant to the City's building and development codes. Staff works with local jurisdictions, agencies and builders in order to improve the construction standards in the city and ensure the public's health and safety.

2013-14 Accomplishments

- As a team we have worked closely with NW Natural Gas in converting the BMC Lumber site into their new regional offices and training facility.
- Completed required plan review/inspections and issued occupancy approvals for 17 new single family dwellings (January 2013 through January 2014).
- Inter-departmentally coordinated submission, review, inspections, and occupancy approval for the two Cannery Square apartment buildings, a total of 101 new dwelling units.
- Review, permitting, inspections, and occupancy approval for The Springs Memory Care facility.
- Review, permitting, and inspections for Sentinel R/V storage facility.
- Review, permitting, and inspections for U-Haul storage facility.
- We have continued to provide excellent, knowledgeable customer service to people planning any type of addition, remodel, or new construction in Sherwood.
- We have continued to educate the public concerning permit requirements and the benefits permits provide in protecting their property, health and safety.
- As a group have participated in City wide emergency management training and exercises.

FTE per year to process permits and inspections

FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Projected	FY 14-15 Budget
2.25	1.97	2.52	3.31

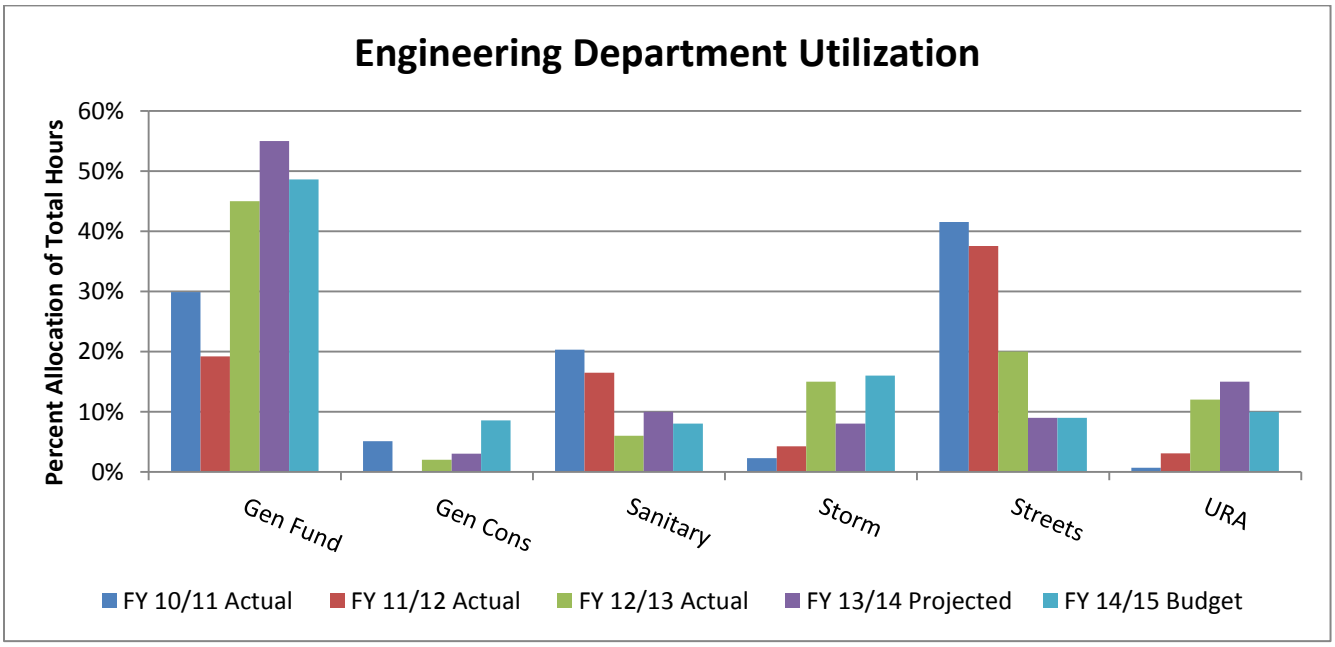


Engineering

The Engineering Department plans, designs, and oversees construction of the City's Capital Improvement Projects (CIP's), which include streets, storm water systems, sanitary sewer systems, water systems, and park facilities. The Department is also responsible for review and approval of all private development projects that include installation of public infrastructure as part of the development. The Department conducts inspection on the construction of public infrastructure projects to ensure that these facilities meet the City's standards for materials and installation. The Department issues right-of-way permits for all work performed within the public right-of-way, and oversee erosion and sediment runoff control on any construction activity within the City. The Department also provides estimates and final SDC fee assessments on private development projects.

2013-14 Accomplishments

- Coordinated completion of the Sherwood Community Center design and now overseeing the construction of the facility.
- Initiated and progressed the City Transportation System Plan update through the public and inter-jurisdictional agency review and comment process. Project is funded through an ODOT Transportation Growth Management (TGM) Grant.
- Completed in-house design and currently managing construction of the Tonquin Employment Area Sanitary Sewer Upgrade.
- Coordinated with developer for the construction of Langer Farms Parkway north between Tualatin-Sherwood Road and Hwy 99W.
- Coordinated with developers on several large private development projects, including the Sentinel Storage Annex site development, Rychlick Farms Subdivision development, the Wal-Mart store site development, the Cannery Residences complex development, and the Daybreak Subdivision site development.
- Coordinated with Washington County and other agencies regarding transportation issues.
- Provided review and approval for several smaller private development projects within the City.
- Responded to citizen concerns regarding several traffic and pedestrian issues throughout the City. Coordinated with City Police Department and Public Works to provide remedies.



Police Services Division

Our Mission Statement

The Sherwood Police Department is dedicated to providing professional law enforcement services and preserving the quality of life for its citizens and community.

Our Vision

The Sherwood Police Department is a highly respected law enforcement agency. We strive to be technically superior, highly trained and constantly evolving. We work to remain an agency of destination for law enforcement professionals. We seek to remain flexible while keeping ahead of growth; always providing the highest level of service to our community.

Our Organizational Values

Integrity: We are upright in action and resolute in our conviction.
Professionalism: We exude character; demonstrate competence & proficiency and value training.
Accountability: We are responsible, self-disciplined and transparent.
Reliability: We are vigilant, responsive and steadfast.
Courage: We demonstrate strength in the face of danger or uncertainty.
Compassion: We are understanding, human and kind.

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Budget
Budget					
Revenue					
Licenses and Permits	11,825	12,975	11,000	11,500	-
Intergovernmental	259,451	74,721	69,000	48,150	70,280
Charges for Services	6,227	7,344	6,000	6,700	6,000
Other Revenue	2,650	36,263	2,500	1,500	1,500
Total revenue	280,154	131,303	88,500	67,850	77,780
Expenditures					
Personal services	2,701,994	2,728,948	3,039,688	2,987,552	3,071,228
Materials and services	439,982	447,262	441,589	437,069	463,244
Capital outlay	266,980	56,506	41,100	41,100	61,000
Total expenditures	3,408,956	3,232,717	3,522,377	3,465,721	3,595,472
Net revenue (expenditures)	(3,128,802)	(3,101,414)	(3,433,877)	(3,397,871)	(3,517,692)
FTE	26.3	25.6	25.3	25.2	25.6

Police Services Division

Our Purpose

The Sherwood Police Department is a publicly funded municipal government agency whose primary purpose is to serve the community. We have tremendous responsibility and are given unique trust; as such, it is imperative that we remain open and transparent, hold ourselves accountable and abide by the following standards:

- Adherence to the highest level of professionalism and integrity
- Abide by Industry Best Practices
- Apply sound business management principles, and
- Operate as a value based organization

As a public agency, we exist for the community and believe in the philosophy that the police are the public and the public are the police. We believe that law enforcement is a fundamental and critical service to the community and must be maintained as a priority.

Our Strategic Objectives (SO):

1. *Safety*: Doing everything we can to keep the community safe and out of harm's way.
2. *Quality of Life*: Working to make our community a place people enjoy.
3. *Professionalism*: Being responsible, honest and accountable.
4. *Sustainability*: Maintain diverse and productive levels of service over time.
5. *Relationships*: Cultivating partnerships with the community, other organizations and peers.
6. *Transparency*: Operate in a manner that is easy for the community to see what we do and why.
7. *Progressive*: Adapting, evolving and changing; staying up to date with ideas, technology and strategies.

2013 Accomplishments (Based on calendar year)

- Conducted over 6,000 "extra patrols" in the city
- Handled over 2,000 traffic complaints & directed traffic patrols
- Hosted 4 free Child Safety Seat Clinics
- Participated and/or assisted in at least 16 community events
- Followed up 1,964 patrol investigations
- Maintained 2012 violent crime rate of .60 violent crimes per 1,000 population, compared to average of 1.77 for liked sized cities in Oregon
- Maintained 2012 property crime rate of 13.35 property crimes per 1,000 population, compared to average of 30.48 for liked sized cities in Oregon

2014-2015 Goals, Strategies, Values, Activities, and Performance Measures

Goal: ***Resident Well Being: The City of Sherwood will facilitate the provision of services to encourage a balanced quality of life for its citizens.***

Goal: Public Safety: The City of Sherwood will provide for the safety and security of the community and its citizens.

Police Services Division

Activities:

- Strengthen existing patrol schedule/staffing to:
  - Maintain an acceptable level of safety for citizens and officers (SO #1)
  - Provide sustainable scheduling for 2 officer minimum and handle impacts such as officer illness, injury, FMLA, military service & other leaves (SO #1 & 4)
  - Enhance support for special events (SO #2 & 5)
  - Provide staffing to free up SRO and traffic officer to focus on assigned duties (SO #2, 4 & 5)
  - Maintain officer initiated activities while responding to increased public demand calls for service (SO #1, 2, 4 & 5)
  - Continue to enhance our response to domestic violence (SO #1-5 & 7)
  - Enhance policing of trails and open spaces (SO #1, 2, 3 & 7)

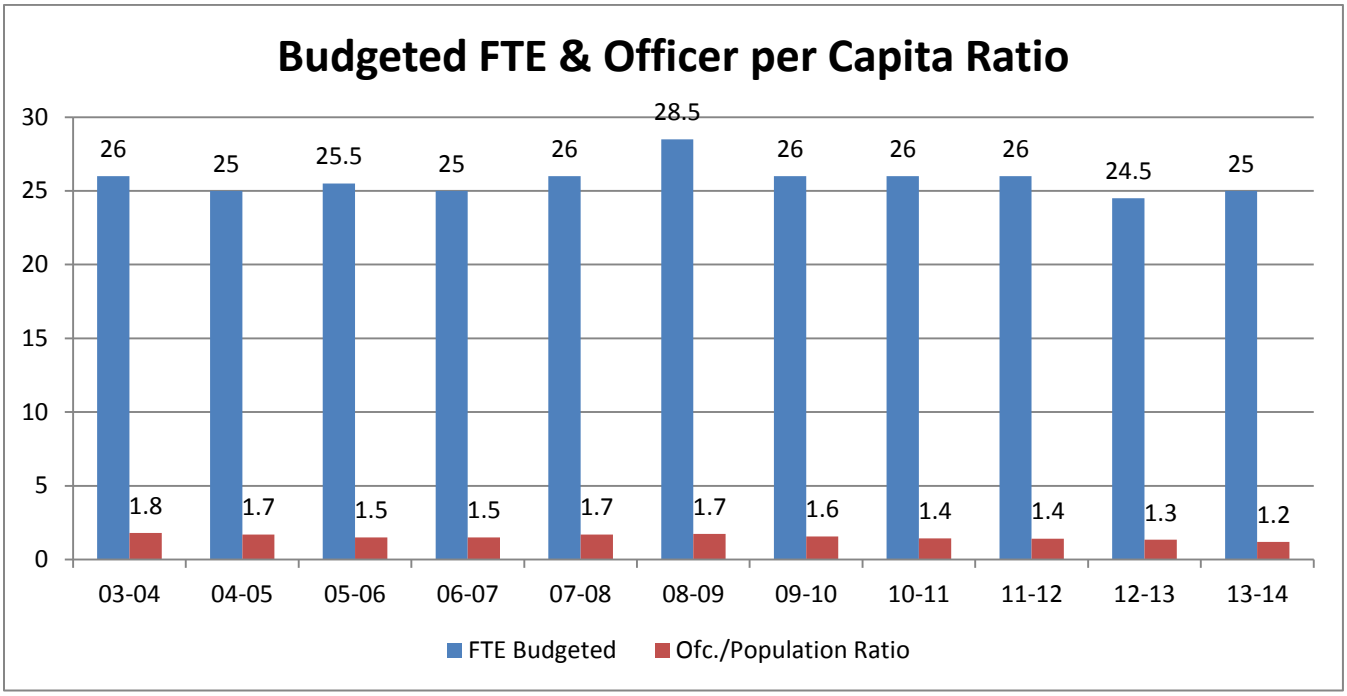
Activities:

- Strengthen non-sworn administrative support staffing to:
  - Provide enhanced data entry capabilities to allow for 1-week turnaround on all police reports (SO #3, 4 & 7)
  - Provide assistance with transition to new records management system PPDS-RegJIN (SO #3, 4 & 7)
  - Provide assistance with training logistics (SO #1, 3, & 7)
  - Provide program support for new and/or desired programs like police reserves and enhanced volunteers, community academy, National Night Out and reports (SO #2, 5 & 6)
  - Manage and maintain department accreditation status by submitting annual reports and facilitating an on-site evaluation every three (3) years (SO #2, 3, 4, 6 & 7)

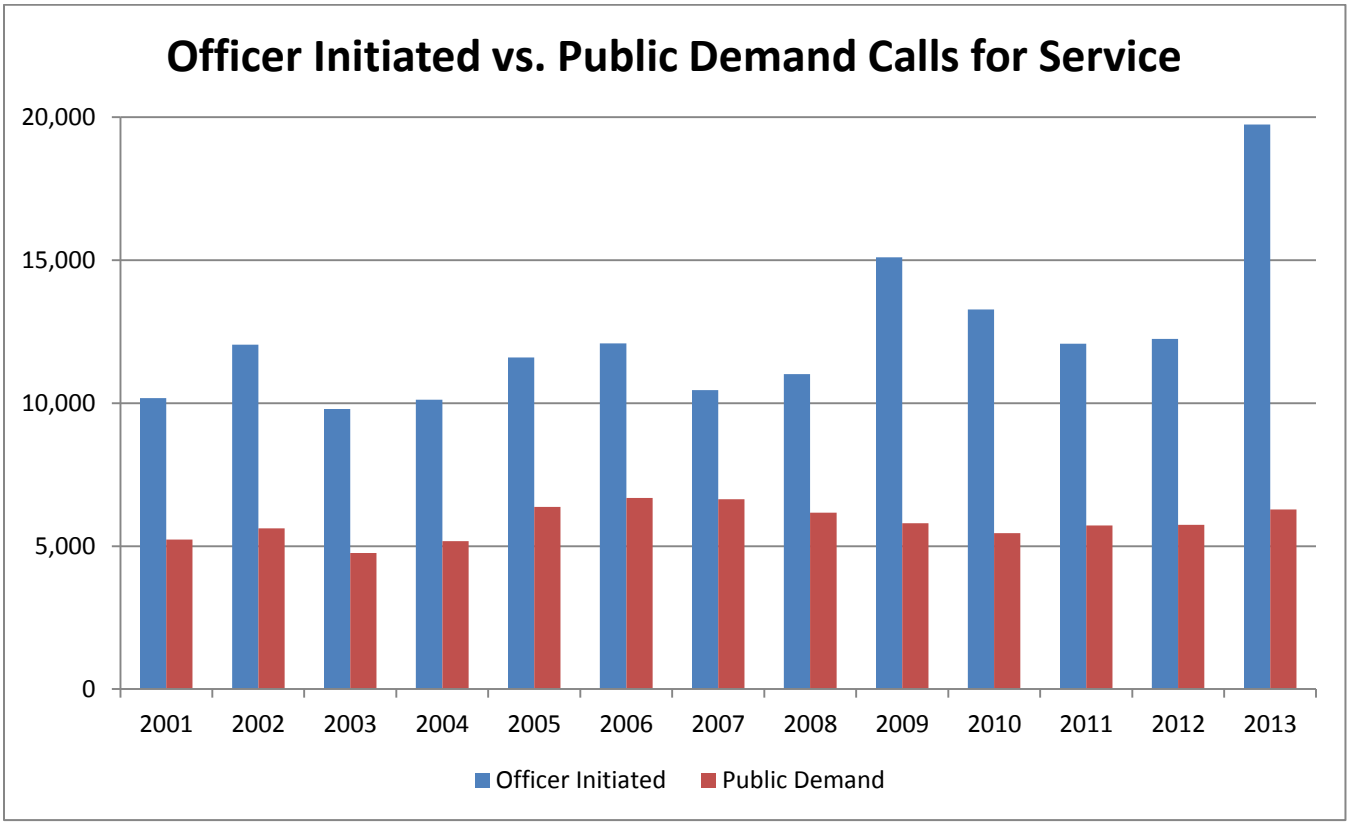
Activities:

- Enhance investigative resources/staffing to:
  - Address illicit and prescription drug activity and complaints in cooperation with county resources (SO #1, 2, 4 & 5)
  - Provide investigative resources to crimes such as business fraud & embezzlement, metal thefts, organized retail thefts, stolen cars, domestic violence, residential and commercial burglaries (SO #2, 3, 4 & 7)
  - Allow for enhanced response to child exploitation cases (SO #1-4 & 7)
  - Hire appropriate staff and meet the ongoing demands of the Accreditation process, by completing all required reporting and preparing for the onsite evaluation.

Police Services Division



**FTE numbers were based on published City of Sherwood budget documents, and population numbers are based on PSU population estimates.*



Source PSWeb2

Community Services Division

The Community Services Department encompasses Library services, the Sherwood Old Town Field House operations, the Cultural Arts Community Center volunteer services, field and gym scheduling, and the coordinating and planning of various events. As part of the Washington County Cooperative Library Services (WCCLS), the Sherwood Library provides access to resources from all 12 County libraries as well as regional, national, and international sources. The Sherwood Old Town Field House is an indoor soccer facility that offers soccer leagues, facility rentals and field time for a variety of sports and activities. The Cultural Arts Community Center will open in January 2015 and feature a 350 seat theater/multi-purpose space and two classrooms.

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Budget
Budget					
Revenue					
Intergovernmental	709,456	722,834	740,518	741,151	759,573
Charges for Services	238,745	240,770	235,800	238,383	220,560
Other Revenue	39,398	39,089	39,000	37,509	163,400
Total revenue	987,600	1,002,692	1,015,318	1,017,043	1,143,533
Expenditures					
Personal services	950,657	982,386	1,032,672	1,015,490	1,180,093
Materials and services	212,094	199,428	221,379	216,587	383,145
Capital outlay	13,370	-	-	-	-
Debt service	30,547	-	-	-	-
Total expenditures	1,206,668	1,181,814	1,254,051	1,232,077	1,563,238
Net revenue (expenditures)	(219,069)	(179,122)	(238,733)	(215,034)	(419,705)
FTE	13.2	13.4	13.2	13.7	14.8

Library

The Sherwood Library strives to meet the community's informational, educational, cultural and recreational needs through appropriate and useful resources and programs and equitable service policies and access. The Library makes every effort to operate in the most effective and efficient manner possible and continuously seeks to improve and expand services which promote the use of the library, encourage an informed citizenry, and respond to community needs. As a member of Washington County Cooperative Library Services, the Sherwood Library provides access to materials from all WCCLS member libraries as well as regional, national, and international sources.

2013-14 Accomplishments

- Continued strong trend in registration of new cardholders (over 1,270 new patrons during 2013).
- Successful grant applications with the Oregon State Library and the Cultural Coalition of Washington County.
- Volunteer program continues to allow staff greater opportunity to develop and offer additional programs and services (2,161 hours of volunteer support in 2013).
- Increased number and variety of programs offered for children, teens and adults.
- Quality services delivered by an educated, experienced and dedicated staff.
- Supportive and engaged advocates in the Library Advisory Board and Friends of the Library.

2014-2015 Goals, Strategies, Values, Activities, and Performance Measures

Goal: ***Resident Well Being: The City of Sherwood will facilitate the provision of services to encourage a balanced quality of life for its citizens.***

Strategies:

Provide quality Library Services

Activities:
- Provide a diverse collection of materials and resources
- Maintain circulation, add new patron card holders and strengthen collection size
- Develop a stable funding strategy for Library Services
- Maximize use of volunteers in the Library
- Offer new and innovative programming opportunities

Performance Measures:
- Provide 60 hours of library service a week
- Utilize 2,500 hours of volunteer time
- Serve 1,500 local children through the Summer Reading Program

Strategies:

Provide excellent customer service

Activities:
- Maintain a knowledgeable and trained staff
- Assist customers with information and referrals

Library

Performance Measures:

- Provide regular training opportunities for staff
- Respond to virtual queries within 48 hours

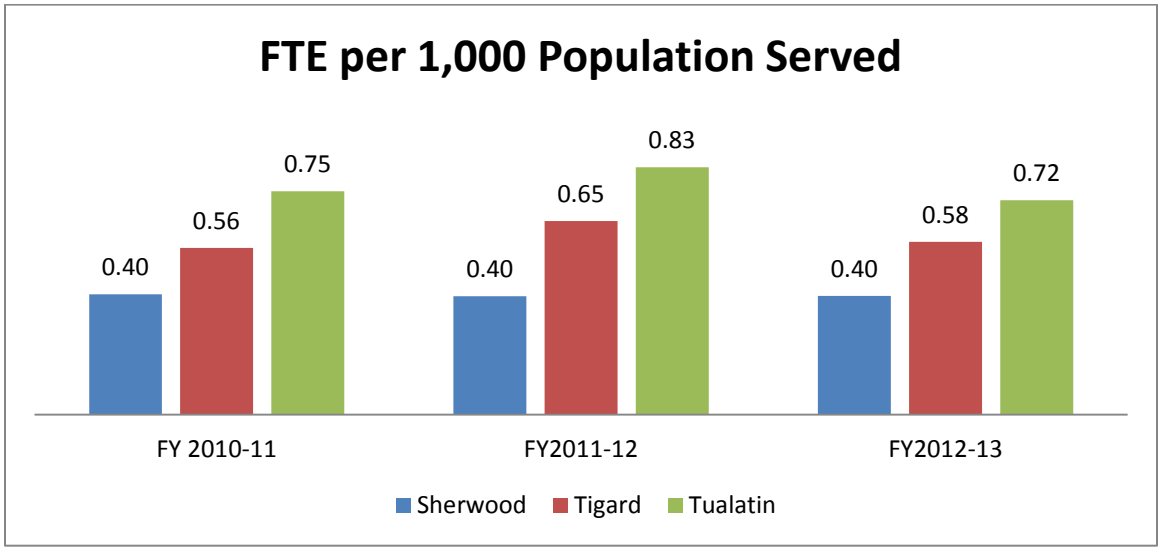
Provide an opportunity for citizens to partake in cultural and community events and activities

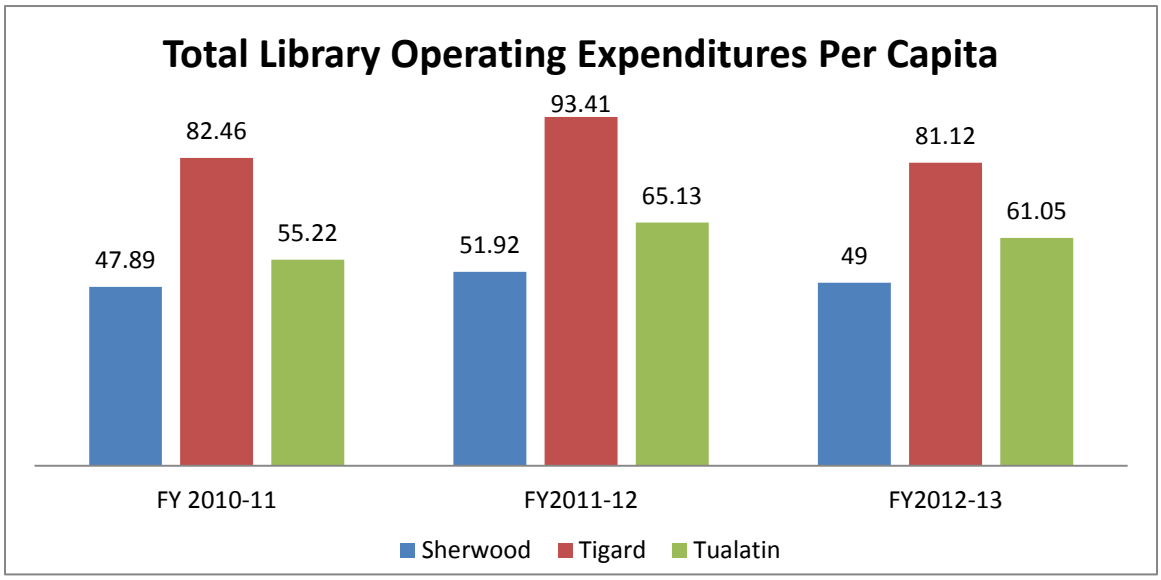
Activities:

- Partner with the local groups such as the Friends of the Sherwood Library to provide opportunities and events

Performance Measures:

- Provide twelve programs annually through local partnerships





Field House

The Sherwood Old Town Field House opened in 2004 and offers a large indoor arena featuring state-of-the-art "AstroPlay" turf. The City of Sherwood built the Field House to help serve the recreation needs of its community. The Field House hosts a wide array of activities including include soccer, football, softball, and lacrosse. The Field House is also available for private rentals, birthday parties, pre-school play and sports clinics.

2013-14 Accomplishments

- 22,000 people served
- Rented the field for 60 hours of baseball and softball clinics.
- Started the women's league back up and put the men's league back to Friday.
- Offered 3 mornings each week of preschool play during the school year
- Installed Plexiglas over the score board to enhance protection.

2014-2015 Goals, Strategies, Values, Activities, and Performance Measures

Goal: ***Resident Well Being: The City of Sherwood will facilitate the provision of services to encourage a balanced quality of life for its citizens.***

Strategies:

Provide quality recreation opportunities for the citizen of Sherwood

Activities:
- Operate the Old Town Field House
- Offer league play for youth and adults
- Rent the facility to groups for private rentals and birthday parties

Performance Measures:
- Serve 22,000 people
- Increase Youth leagues 3%
- Try to fill all open hours between 4:00 pm and midnight
- Provide excellent customer service to those that visit the Field House

Provide excellent customer service to those that visit the Field House

Activities:
- Maintain a knowledgeable and trained staff
- Assist customers with information and referrals
- Have a deep cleaning of the Field House done once a year.

Performance Measures:
- Respond to all customer service calls within 24 hours
- Provide 8 hours of training to full-time staff

Recreation and Event Services

The Community Services Department is responsible for planning and implementing recreation and cultural activities, volunteer services, and coordinating events such as Music on the Green and acting as a liaison to the Senior Center and other community groups.

2013-14 Accomplishments

- Coordinated volunteer program. Volunteers contributed a total of 4,399 hours, equivalent to 2.11 FTE (includes Police Chaplain hours)
- Coordinated and offered 7 weeks of Music on the Green concerts at Stella Olsen Park to approximately 1,200 people each week
- Coordinated annual Veterans Day Ceremony
- Coordinated ground breaking event for the Cultural Arts Community Center
- Managed, developed and implement city-wide special events including the Community Services Fair, Missoula Children's Theatre and Pix on the Plaza
- Processed and issued 32 Special Event Permit applications, 70 monument requests, and 50 reader board requests
- Completed Senior Center Lobby & Restroom renovation
- Acted as liaison to community groups such as the Saturday Market, Historical Society, the Friends of the Senior Center, Loaves and Fishes and the Robin Hood Festival Association
- Secured presenting sponsor for Music on the Green
- Coordinated various Eagle Scout projects, Adopt a Road Clean-Ups and Trashapalooza
- Coordinated practice and game space for 11 different sport leagues (over 300 teams)

2014-2015 Goals, Strategies, Values, Activities, and Performance Measures

Goal: ***Resident Well Being: The City of Sherwood will facilitate the provision of services to encourage a balanced quality of life for its citizens.***

Strategies:

Provide an opportunity for citizens to partake in recreation, cultural and community events and activities

Activities:

- Coordinate the Music on the Green summer concert series
- Coordinate Movies in the Park
- Partner with the Sherwood Cultural Arts Commission, Sherwood Foundation for the Arts, Robin Hood Festival Association, Sherwood Historical Society to provide opportunities and events such as Missoula Children's Theatre and the Robin Hood Festival
- Schedule all the gyms and fields
- Expand Volunteer program and increase opportunities for citizens to volunteer

Performance Measures:

- Provide 3,200 hours of volunteer work
- Raise $12,000 in sponsorship for Music on the Green

Cultural Arts Community Center

The Cultural Arts Community Center will include a 350 seat theater/multi-purpose space and two classrooms and serve as a home for multiple artistic disciplines to work, perform, exhibit, and gather. The mission of the Cultural Arts Community Center is to *Inspire, educate, and enrich the Sherwood community through diverse activities that enhance the quality of life*.

2014-2015 Goals, Strategies, Values, Activities, and Performance Measures

Goal: ***Resident Well Being: The City of Sherwood will facilitate the provision of services to encourage a balanced quality of life for its citizens.***

Strategies:

Provide an opportunity for citizens to partake in recreation, cultural and community events and activities

Activities:

- Hire a center manager to advertise, promote and program the facility
- Develop policies and procedures for the facility
- Develop a website
- Implement registration and ticketing software
- Coordinate a grand opening event
- Partner with local artist and organizations to offer a variety of classes programs and shows
- Write and prepare grants to help support programs and operations

Performance Measures:

- Offer 20 classes/programs
- Raise $5,000 in grants and donations to help support the facility

Public Works

The Public Works Division is responsible for operation and maintenance activities of the City's infrastructure. Maintenance includes: water, sewer, storm, streets, parks, sport fields, facilities and fleet.

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Budget
Budget					
Revenue					
Intergovernmental	100,187	160,878	220,000	219,000	247,500
Charges for Services	5,690	6,220	5,200	5,250	5,500
Other Revenue	28,859	22,793	14,600	20,600	18,000
Total revenue	134,736	189,892	239,800	244,850	271,000
Expenditures					
Personal services	671,039	748,287	868,819	865,485	955,400
Materials and services	637,149	634,595	675,894	654,113	828,584
Capital outlay	106,171	43,684	60,000	30,000	253,500
Debt service	30,547	-	-	-	-
Total expenditures	1,444,906	1,426,566	1,604,713	1,549,598	2,037,484
Net revenue (expenditures)	(1,310,170)	(1,236,674)	(1,364,913)	(1,304,748)	(1,766,484)
FTE	9.9	10.9	12.9	12.5	13.6

Public Works Administration

The Administration Division is responsible to provide leadership and management in the support of the strategic plans, objectives, values and goals.

2013-14 Accomplishments

- Provided training to all Public Works employees for continued growth opportunities.
- Responded to all emergency after-hour calls.
- Prepare and oversee implementation of each division budget.
- Continue to work with regional partners (solid waste, emergency management, debris removal, water, wastewater, storm, streets and fleet).
- Continue to improve asset data information and track work order performance through maintenance management system.
- Successfully upgraded billing and maintenance management system.

2014-15 Goals, Values, Strategies, Activities, and Performance Measures

Goal: ***"The City of Sherwood will provide and maintain infrastructure for its citizens to live, work and play."***

Activities

- Asset Management Accountability. Maintain accurate accounting records of all work activities and track labor, equipment and material expenditures for each activity or project as pertains to all assets.
- Provide staff support and resources to enable each division to meet goals.
- Prepare and oversee implementation of each division's budget.
- Support and oversee the city-wide geographic information system (GIS).
- Continue participation of city-wide emergency management training plan and participate at county level.
- Provide management and administrative support to the public works department for water distribution, wastewater collection, street maintenance, stormwater maintenance, parks, fleet, facility and utility billing.
- Continue to work at state and regional levels for Public Works related partnerships.
- Provide emergency on-call assistance for public works.
- Provide educational outreach for our citizens of Sherwood on water conservation and other programs (leaf program, recycling, paving program) or concerns to the city relative to public works.

Performance Measures	2011	2012	2013
• Number of data features and system assets maintained in the maintenance management system and GIS	42,379	49,047	50,855
• Overall system asset data match between maintenance management system and GIS	n/a	n/a	99%
• Number of customer service requests	19,276	20,477	19,379

Fleet, Equipment, and Facilities

The Fleet Maintenance Department of Public Works maintains and repairs city vehicles and equipment with an emphasis on safety, cost effectiveness and dependability. The Facilities Department is responsible for environmental health, safety, operations, maintenance, and repair of all city facilities.

2013-14 Accomplishments

- Completed annual requirements for reporting to State
- Purchased 100% of budgeted equipment
- Completed annual requirements for reporting to State
- Completed set up and take down for Kids Reading, City Council, Planning Commission, Court and other Library events 184 times last year
- Completed weekly inspections of all city facilities
- Completed inspections of all contracted work
- Continue to improve asset data, work cost data information and track work orders through our maintenance management system.

2014-15 Goals, Values, Strategies, Activities, and Performance Measures

Goal: ***"The City of Sherwood will provide and maintain infrastructure for its citizens to live, work and play."***

Activities

- Fleet (equipment, vehicles) is replaced when it is determined by its age, condition, operations and maintenance cost, and depreciation, which is no longer economical to keep. This is referred to the life expectancy of the equipment.
- Maintain vehicles and equipment to support city-wide departments.
- Purchase vehicles and equipment.

Performance Measures	2011	2012	2013
• Number of scheduled vehicle maintenance work orders	148	148	138
• Total number of equipment work orders	250	209	256
• Total number of vehicle work orders	399	414	419
• Maximum percentage of fleet vehicles that are out of service at any given time (Goal: 5% or less)	-	-	5%

Fleet, Equipment, and Facilities

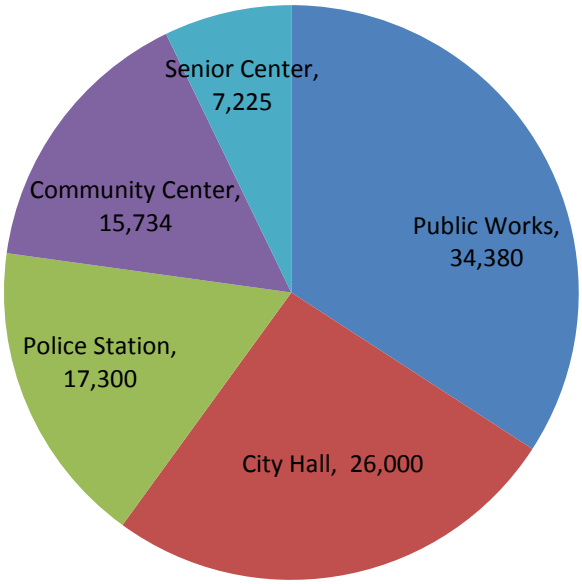
Activities

- Ensure city-owned facilities are maintained in accordance to city, state and federal regulations.
- Continue to improve "cost per building" data collection and reporting tools using our maintenance management collection system.
- Respond to work order requests form city and staff.
- Provide room set up for meetings, seminars, training sessions, and classes in city facilities.
- Monitor HVAC systems at city facilities.
- Perform bi-annual maintenance and service of HVAC and electrical systems.
- Contract services for janitorial for all city facilities.
- Annual testing and servicing of fire sprinkler systems.
- Annual testing and maintenance of emergency lights and exit lights.
- Monthly inspection and annual servicing of portable fire extinguishers located in all facilities.
- Number of service requests processed monthly.
- Number of work order accomplished per month.
- Inspect contractual work.

Performance Measures

- Will inspect city facilities weekly and will perform maintenance as needed. (Goal: 100%)
- Service Requests to be completed within 48 hours (Goal: 95%).

Square Footage of Buildings Maintained by Public Works



* The Community Center will be open winter of 2014/15.

Parks

The Parks Department maintains the parks, trail systems, School District property, athletic fields and open spaces.

2013-14 Accomplishments

- Completed weekly playground inspections.
- Completed trash pickup three times a week during peak usage.
- Maintained 8,116 irrigation heads this past year.
- Completed striping and prep of athletic fields for schools and leagues.
- Completed 127 park reservations this past year.
- Provided 7-day/week staffing coverage during peak season.
- Worked with independent contractors to ensure contract agreements are followed and work progresses smoothly
- Completed weekly mowing for parks and athletic fields for 37 weeks out of the year.
- Maintained 2 water features.
- GPS all of the City's Irrigation Systems.

2014-15 Goals, Values, Strategies, Activities, and Performance Measures

Goal: ***"The City of Sherwood will provide and maintain infrastructure for its citizens to live, work and play."***

Activities

- Maintain all city park areas and facility grounds in a safe, clean, attractive and affordable manner by using responsible and efficient procedures
- Work with independent contractors to ensure contract agreements are followed and that work progresses smoothly
- Managing the City's irrigation system through a computerized software program (Calsense) that maximizes water efficiency
- Maintain and repair artificial turf
- Provide park reservations
- Maintain trail systems
- Maintain School District property according to the IGA
- Maintain Sports Fields according to the IGA

Performance Measures

- Inspect all city owned playgrounds to for compliance with ATSM Standards
  This measure was met 100% of the time for 2011, 2012, and 2013
- Mow all city parks and sports fields at least 35 weeks a year
  This measure was met 100% of the time for 2011, 2012, and 2013

Asset Depreciation Fund

The Asset Depreciation Fund was closed in Fiscal Year 2011-12. The fund is shown here for historical purposes only.

	2011-12 Actual
SOURCES	
Beginning fund balance	$220,857
Revenue	
Fines, interest and other	160
Total sources	**221,017**
USES	
Other uses	
Transfers out	221,017
Total Uses	221,017
Ending Fund Balance	-

Debt Service

The Debt Service fund accounts for property tax revenues levied for payment of general obligation bonds. Payment of long-term debt other than general obligation bonds is accounted for in the funds responsible for paying the debt.

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Proposed	2014-15 Approved	2014-15 Adopted
SOURCES							
Beginning fund balance	$ 47,382	$ 49,241	$ 6,615	$ 8,432	$ 8,464	$ 8,464	
Revenue							
Taxes	888,000	850,000	892,000	892,000	885,930	885,930	
Fines, interest and other	1,756	1,816	-	-	-	-	
Total revenue	889,756	851,816	892,000	892,000	885,930	885,930	
Total sources	**937,138**	**901,057**	**898,615**	**900,432**	**894,394**	**894,394**	
USES							
Debt service							
Principal - 2004 A&B refunding	505,000	525,000	540,000	540,000	560,000	560,000	
Principal - 2011 Police Ref GO	200,000	210,000	215,000	215,000	220,000	220,000	
Interest - 2004 A&B refunding	114,238	97,825	81,418	81,418	63,194	63,194	
Interest - 2011 Police Ref GO	68,659	59,800	55,550	55,550	51,200	51,200	
Total debt service	887,897	892,625	891,968	891,968	894,394	894,394	
Total expenditures	887,897	892,625	891,968	891,968	894,394	894,394	
Other uses							
Ending Fund Balance	49,241	8,432	-	-	-	-	
Reserved for Future Years	-	-	6,647	8,464	-	-	
Total uses	**937,138**	**901,057**	**898,615**	**900,432**	**894,394**	**894,394**	

FY14-15 General Construction Capital Projects

The General Construction Fund accounts for the acquisition and construction of capital assets that are not financed by Enterprise Funds; including city buildings, parks, sports fields, recreational facilities and trails.

Cedar Creek Trail: Design will be completed in FY13 and construction will begin in FY14. The city is receiving a $5 million MTIP grant from the Federal Government to fund the major portion of this project. Future maintenance costs for the completed trail will be the responsibility of the Public Works Department and would consist mostly of invasive plant control and wooden boardwalk maintenance.

Field Lights at Edy Ridge and Sherwood Middle School: The city will be installing lights at the Edy Ridge and Sherwood Middle School campus' to extend the use of the fields.

Woodhaven Park Phase II Design: Design will be completed in FY15 for the phase II portion of Woodhaven Park. Construction will be budgeted in future years.

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Proposed	2014-15 Approved	2014-15 Adopted
SOURCES							
Beginning fund balance	$ 317,520	$ 585,763	$ 874,644	$ 722,727	$ 1,228,391	$ 1,228,391	
Revenue							
Intergovernmental	154	73,941	-	179,600	-	-	
Charges for services	-	-	-	-	12,000	12,000	
Infrastructure development	88,634	194,482	614,000	795,015	266,000	266,000	
Fines, interest and other	27,595	33,245	27,514	75,314	775	775	
Total revenue	116,383	301,668	641,514	1,049,929	278,775	278,775	
Other sources							
Transfers in	200,000	339,426	205,000	145,600	200,000	200,000	
Total other sources	200,000	339,426	205,000	145,600	200,000	200,000	
Total sources	**633,903**	**1,226,856**	**1,721,158**	**1,918,256**	**1,707,166**	**1,707,166**	
USES							
Expenditures							
Personal services							
Salaries and wages	-	20,405	31,864	20,902	40,864	40,864	
Payroll taxes	-	1,678	3,105	2,020	4,146	4,146	
Benefits	-	8,761	12,524	8,154	17,743	17,743	
Total personal services	-	30,844	47,493	31,076	62,753	62,753	
Materials and services							
Professional & technical	-	3,222	-	-	100,000	100,000	
Other purchased services	-	1,050	72	70	50	50	
Minor equipment	-	555	-	-	-	-	
Other materials & services	-	31,566	22,147	22,016	62,901	62,901	
Total materials & services	-	36,393	22,219	22,086	162,951	162,951	
Capital outlay							
Infrastructure	-	251,949	85,288	22,412	499,759	499,759	
Buildings	-	-	-	123,077	-	-	
Other improvements	-	136,111	627,328	313,162	-	-	
Furniture and equipment	-	-	351,500	129,948	250,000	250,000	
Total capital outlay	-	388,060	1,064,116	588,599	749,759	749,759	
Debt service							
Principal	36,120	38,700	39,990	39,990	42,570	42,570	
Interest	12,021	10,133	8,114	8,114	5,963	5,963	
Total debt service	48,141	48,833	48,104	48,104	48,533	48,533	
Total expenditures	48,141	504,130	1,181,932	689,865	1,023,996	1,023,996	
Other uses							
Ending Fund Balance	585,763	722,727	-	-	-	-	
Reserved for Future Years	-	-	539,226	1,228,391	683,170	683,170	
Total uses	**633,903**	**1,226,856**	**1,721,158**	**1,918,256**	**1,707,166**	**1,707,166**	
FTE	-	0.2	0.4	0.3	0.6	0.6	

Street Operations

The Street Department is responsible for the repair and maintenance of over 50 miles of transportation system which includes paved streets, sidewalks, signals, street lights, signs and markings.

2013-14 Accomplishments

- Responded to all storm events.
- Replaced 175 Street Name Signs.
- Paved 12th Street, Murdock (from Upper Roy to Sunset) and Wild Rose.
- Responded to four (4) storm events.
- Completed 73,745 feet of crack sealing and 48,387 square yards of slurry seal.
- Completed landscape right-of-way maintenance.
- Completed inspection of all contract work.
- Continued the Sidewalk program. Worked with property owners to complete 349 sidewalk deficiencies.
- Continued Tree Trimming program.

2014-15 Goals, Values, Strategies, Activities, and Performance Measures

Goal: *"The City of Sherwood will provide and maintain infrastructure for its citizens to live, work and play."*

Activities

- Installation and maintenance of street and traffic signs.
- Installation and maintenance of guardrails and barricades.
- Grading and maintenance of rock roads and road shoulders.
- Installation and maintenance of street markings.
- Installation and maintenance of traffic control devices.
- Inspection of street lights (quarterly).
- Tree trimming and streetlight clearance.
- Snow and ice management.
- Pavement Management and street restoration. Includes street condition rating (every three years), preservation, crack sealing and patching.
- Right of Way Maintenance. Includes sidewalk repairs, vegetation and barricade maintenance.

Performance Measures	2011	2012	2013
• "Street Name" sign conversion per regulatory requirements (Goal: 25% per year)	-	22%	25%
• Restriping of all center lanes (22 center lane miles) of streets per year (Goal: 100% per year)	100%	100%	100%
• Overall pavement condition index (PCI) of city street system (Goal: 80% per year) (Streets re-rated in 2013)	75%	75%	79%

Street Operations Budget

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Proposed	2014-15 Approved	2014-15 Adopted
SOURCES							
Beginning fund balance	$ 458,650	$ 987,889	$1,159,311	$1,284,920	$1,400,192	$1,400,192	
Revenue							
Intergovernmental	1,063,840	1,064,631	1,079,439	1,162,700	1,149,552	1,149,552	
Charges for services	497,770	568,587	540,253	574,788	542,880	542,880	
Infrastructure development	408	2,917	1,500	20,000	2,000	2,000	
Fines, interest and other	3,480	6,325	6,272	(102,728)	21,200	21,200	
Total revenue	1,565,499	1,642,460	1,627,464	1,654,760	1,715,632	1,715,632	
Other sources							
Transfers in	29,000	-	-	-	-	-	
Total other sources	29,000	-	-	-	-	-	
Total sources	**2,053,149**	**2,630,349**	**2,786,775**	**2,939,680**	**3,115,824**	**3,115,824**	
USES							
Expenditures							
Personal services							
Salaries and wages	161,781	196,675	204,162	212,821	230,528	230,528	
Payroll taxes	21,750	16,651	27,836	26,783	29,529	29,529	
Benefits	64,642	84,438	90,708	87,757	87,670	87,670	
Total personal services	248,173	297,763	322,706	327,361	347,727	347,727	
Materials and services							
Professional & technical	13,884	111,739	88,850	92,500	211,700	211,700	
Facility and equipment	279,620	332,152	366,214	885,900	1,316,380	1,316,380	
Other purchased services	2,403	12,678	25,628	22,876	29,374	29,374	
Supplies	39,148	48,059	65,472	57,000	65,500	65,500	
Minor equipment	703	7,485	4,300	5,500	4,500	4,500	
Other materials & services	112,680	144,206	132,392	141,351	173,088	173,088	
Total materials & services	448,438	656,319	682,856	1,205,127	1,800,542	1,800,542	
Capital outlay							
Infrastructure	310,470	391,348	-	-	-	-	
Furniture and equipment	-	-	7,000	7,000	40,000	40,000	
Total capital outlay	310,470	391,348	7,000	7,000	40,000	40,000	
Debt service							
Principal	57,516	-	-	-	-	-	
Interest	662	-	-	-	-	-	
Total debt service	58,178	-	-	-	-	-	
Total expenditures	1,065,260	1,345,430	1,012,562	1,539,488	2,188,269	2,188,269	
Other uses							
Ending Fund Balance	987,889	1,284,920	-	-	-	-	
Contingency	-	-	1,774,213	1,400,192	85,782	85,782	
Reserved for Future Years	-	-	-	-	841,773	841,773	
Total uses	**2,053,149**	**2,630,349**	**2,786,775**	**2,939,680**	**3,115,824**	**3,115,824**	
FTE	3.3	3.8	3.9	3.9	4.2		

Street Operations Reserve

	Actual	Actual	Budget	Projected	Proposed	Approved	Adopted
SOURCES							
Beginning fund balance	$ -	$ -	$ -	$ -	$ 109,000	$ 109,000	
Revenue							
Fines, interest and other	-	-	-	109,000	(15,000)	(15,000)	
Total revenue	-	-	-	109,000	(15,000)	(15,000)	
Total sources	**-**	**-**	**-**	**109,000**	**94,000**	**94,000**	
USES							
Total expenditures	-	-	-	-	-	-	
Ending Fund Balance	-	-	-	-	-	-	
Reserved for Future Years	-	-	-	109,000	94,000	94,000	
Total uses	**-**	**-**	**-**	**109,000**	**94,000**	**94,000**	

FY13-14 Street Capital Projects

Langer Farms Parkway North Construction: Tualatin Sherwood Road to Highway 99W: This project constructs Langer Farms Parkway from Tualatin-Sherwood Road to Highway 99W at the existing intersection to Home Depot, approximately 2,350 linear feet. This project is to provide access and growth opportunities to the properties that lay along its alignment. The road is being designated as a collector street and will conform to the TSP street standards. The project is funded and being constructed under a development agreement with the Langer Site Development. Once construction is completed, it is anticipated that maintenance will be performed by Public Works and that this work will be minimal and consist mostly of cleaning of the stormwater catch basins, street sweeping, and leaf disposal.

TSP SDC Analysis: Once the TSP update is completed and SDC methodology update will need to be completed to assure that SDC's assessed will be adequate to fund the projects in the TSP.

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Proposed	2014-15 Approved	2014-15 Adopted
SOURCES							
Beginning fund balance	$ 4,225,014	$ 2,335,297	$ 1,342,522	$ 2,195,410	$ 2,999,090	$ 2,999,090	
Revenue							
Intergovernmental	2,388,549	-	-	-	-	-	
Charges for services	41,983	53,110	50,000	50,000	50,000	50,000	
Infrastructure development	127,211	318,002	1,526,000	1,363,402	892,000	892,000	
Fines, interest and other	21,811	16,922	6,266	10,177	2,000	2,000	
Total revenue	2,579,554	388,034	1,582,266	1,423,579	944,000	944,000	
Other sources							
Transfers in	609,105	50,000	-	-	-	-	
Total other sources	609,105	50,000	-	-	-	-	
Total sources	**7,413,673**	**2,773,331**	**2,924,788**	**3,618,989**	**3,943,090**	**3,943,090**	
USES							
Expenditures							
Personal services							
Salaries and wages	136,785	63,023	54,252	37,344	20,311	20,311	
Payroll taxes	12,253	5,258	73	3,758	2,087	2,087	
Benefits	55,065	22,845	275	13,461	7,404	7,404	
Total personal services	204,102	91,126	54,600	54,563	29,802	29,802	
Materials and services							
Professional & technical	36,775	9,100	-	-	135,000	135,000	
Other purchased services	237	300	10	158	98	98	
Other materials & services	146,974	79,609	43,490	43,713	25,947	25,947	
Total materials & services	183,985	89,009	43,500	43,871	161,045	161,045	
Capital outlay							
Land	1,352,669	-	-	-	-	-	
Infrastructure	3,337,620	397,786	316,000	305,267	40,000	40,000	
Total capital outlay	4,690,289	397,786	316,000	305,267	40,000	40,000	
Debt service							
Total debt service	-	-	-	-	-	-	
Total expenditures	5,078,376	577,921	414,100	403,701	230,847	230,847	
Other uses							
Transfers out	-	-	216,200	216,198	200,000	200,000	
Ending Fund Balance	$ 2,335,297	$ 2,195,410	-	-	-	-	
Reserved for Future Years	-	-	2,294,488	2,999,090	3,512,243	3,512,243	
Total uses	**7,413,673**	**2,773,331**	**2,924,788**	**3,618,989**	**3,943,090**	**3,943,090**	
FTE	2.5	0.9	0.01	0.5	0.24	0.24	

Water Fund

The Water fund consists of two departments, operations and capital. The operations department is responsible for ongoing maintenance of the water utility. The Capital department is responsible for construction of water infrastructure.

Water Fund Budget in Total

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Proposed	2014-15 Approved	2014-15 Adopted
SOURCES							
Beginning fund balance	$ 9,512,904	$ 8,676,393	$ 5,495,329	$ 6,320,588	$ 8,179,668	$ 8,179,668	
Revenue							
Intergovernmental	-	-	2,000,000	1,400,000	-	-	
Charges for services	4,105,712	4,511,739	4,363,792	4,573,600	4,386,317	4,386,317	
Infrastructure development	89,518	453,232	163,000	460,000	379,720	379,720	
Fines, interest and other	44,428	49,978	30,000	34,000	22,415	22,415	
Total revenue	4,239,659	5,014,949	6,556,792	6,467,600	4,788,452	4,788,452	
Other sources							
Transfers in	25,000	-	-	-	-	-	
Total other sources	25,000	-	-	-	-	-	
Total sources	**13,777,563**	**13,691,342**	**12,052,121**	**12,788,188**	**12,968,120**	**12,968,120**	
USES							
Expenditures							
Personal services							
Salaries and wages	363,184	392,658	370,488	373,545	392,826	392,826	
Payroll taxes	38,167	40,131	41,810	43,500	47,128	47,128	
Benefits	151,449	169,046	181,154	162,572	166,471	166,471	
Total personal services	552,801	601,835	593,452	579,617	606,425	606,425	
Materials and services							
Professional & technical	1,282,733	1,451,969	1,280,700	1,023,000	1,386,937	1,386,937	
Facility and equipment	65,025	53,362	94,000	87,065	60,600	60,600	
Other purchased services	337,464	401,428	354,537	360,743	359,358	359,358	
Supplies	92,485	87,276	392,000	387,500	769,800	769,800	
Minor equipment	12,999	1,706	21,008	16,300	5,000	5,000	
Other materials & services	254,465	281,718	284,609	241,227	256,500	256,500	
Total materials & services	2,045,170	2,277,459	2,426,854	2,115,835	2,838,195	2,838,195	
Capital outlay							
Infrastructure	719,401	2,603,193	620,531	60,000	25,000	25,000	
Vehicles	-	-	10,000	10,000	-	-	
Furniture and equipment	-	-	2,500	2,500	-	-	
Total capital outlay	719,401	2,603,193	633,031	72,500	25,000	25,000	
Debt service							
Principal	485,578	824,425	850,621	850,621	872,415	872,415	
Interest	1,118,221	1,013,843	989,947	989,947	965,253	965,253	
Total debt service	1,603,798	1,838,268	1,840,568	1,840,568	1,837,668	1,837,668	
Total expenditures	4,921,170	7,320,754	5,493,905	4,608,520	5,307,288	5,307,288	
Other uses							
Transfers out	180,000	50,000	-	-	-	-	
Ending Fund Balance	8,676,393	6,320,588	-	-	-	-	
Contingency	-	-	6,358,216	8,079,668	403,722	403,722	
Reserved for Future Years - Ops	-	-	-	-	2,503,618	2,503,618	
Reserved for Future Years - Res	-	-	200,000	100,000	130,000	130,000	
Reserved for Future Years - Cap	-	-	-	-	4,623,491	4,623,491	
Total uses	**13,777,563**	**13,691,342**	**12,052,121**	**12,788,188**	**12,968,120**	**12,968,120**	

Water Operations

The Water Operation Department's primary responsibility is to repair, maintain and expand the water system while providing a high quality, dependable water supply to its customers.

2013-14 Accomplishments

- Completed Consumer Confidence Report on annual basis.
- Completed monthly meter reading.
- Completed over 300 water samples.
- Coordinated and managed the testing of 2,638 backflow devices.
- Began Installation of Advanced Metering Infrastructure (AMI) System
- Awarded Outstanding Performer by Oregon Health Authority

2013-14 2014-15 Goals, Values, Strategies, Activities, and Performance Measures

Goal: ***"The City of Sherwood will provide and maintain infrastructure for its citizens to live, work and play."***

Activities

- Prepare and electronically distribute the Consumer Confidence Report.
- Perform water quality sampling throughout the City to ensure compliance with federal Safe Drinking Water Act, Drinking Water Rules, and Regulators. Results are reported monthly for microbiological samples and chlorine residuals. Operate and repair over 80 miles of water mains ranging in size from 48" to 2", 2,708 valves, 729 fire hydrants, and 5,802 meters, 3 reservoirs, 4 wells, and 2 pump stations that deliver water to customers at all times.
- Maintain a flushing program
- Operate a valve survey and exercise program.
- Coordinate and manage cross-connection program.
- Target water conservation measures to reduce peak water demand.
- Primary responsibility for all utility locates that relate to water, sanitary, storm and broadband.
- Conduct Water Use Surveys for commercial and industrial customers.
- Continuation of AMI installation

Performance Measures	2011	2012	2013
• Number of bacteriological samples measured against the percentage of water samples taken that meet or exceed water quality standards as set by USEPA (Goal: 100%)	100%	100%	100%
• Percentage of backflow assemblies that comply with annual testing requirements (Goal: 95%)	70.23%	99.96%	95%
• Peak daily demand (mgd)	3.85	3.83	3.9
• Percentage of fire hydrants maintained (Goal: 50%)	34%	56%	61%
• Percentage of 2" and larger meters tested (Goal: 100% annually)	n/a	n/a	80%

Utility Billing

The Utility Billing Division is responsible for customer account maintenance for approximately 5600 customer accounts and manages all water, sanitary sewer, stormwater, street maintenance fee and various other utility billings and collections.

2013-14 Accomplishments

- Successfully kept customers informed of CWS rate changes.
- Increased online bill-pay activity.
- Completed city-wide contact clean-up project.
- Continued to work with non-paying customers
- Weekly bills going out on time
- Successful upgrades to system

2014-15 Goals, Values, Strategies, Activities, and Performance Measures

Goal: ***"The City of Sherwood will provide and maintain infrastructure for its citizens to live, work and play."***

Activities

- Continued audit of outgoing bills for accuracy.
- Improvements to delinquency process.
- Monthly maintenance of contact clean-up against Washington County data
- Verifying accounts, credits, refunds and rebates
- Respond to Title companies Lien requests
- Daily verification of adjustments
- Manage Sidewalk billing
- Continue to refine and improve efficiency for time and cost savings
- Provide programs for residential leaks and bulk water purchases
- Provide customer service for a variety of divisions within Public Works
- Educate customers on water conservation tools and practices

Performance Measures	2011	2012	2013
• Total number of Service Request Calls/ Correspondence responded to	14,657	15,173	13,948
• Number of utility bills sent to customers	57,164	66,578	67,824
• Registered online users	402	2,116	2,385
• Number of paperless accounts	n/a	947	1,276
• Number of customers on auto pay	n/a	770	1,070
• Number of delinquency notices issued to customers	41,474	38,851	40,397
• Total revenue collected through online system	n/a	$2,551,268	$3,190,788

Water Operations Budget

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Proposed	2014-15 Approved	2014-15 Adopted
SOURCES							
Beginning fund balance	$ 3,880,754	$ 4,584,184	$ 4,193,405	$ 4,100,333	$ 4,088,413	$ 4,088,413	
Revenue							
Charges for services	4,105,712	4,161,739	4,363,792	4,573,600	3,986,317	3,986,317	
Infrastructure development	11,965	22,650	3,000	40,000	9,720	9,720	
Fines, interest and other	20,408	25,015	15,000	(77,000)	(10,000)	(10,000)	
Total revenue	4,138,084	4,209,404	4,381,792	4,536,600	3,986,037	3,986,037	
Other sources							
Transfers in	25,000	-	-	-	-	-	
Total other sources	25,000	-	-	-	-	-	
Total sources	**8,043,839**	**8,793,588**	**8,575,197**	**8,636,933**	**8,074,450**	**8,074,450**	
USES							
Expenditures							
Personal services							
Salaries and wages	343,066	389,901	358,971	373,545	380,830	380,830	
Payroll taxes	36,545	39,905	40,809	43,500	45,957	45,957	
Benefits	143,282	167,913	175,995	162,572	161,994	161,994	
Total personal services	522,893	597,718	575,775	579,617	588,781	588,781	
Materials and services							
Professional & technical	712,607	1,421,123	1,280,700	1,023,000	1,271,950	1,271,950	
Facility and equipment	65,025	53,362	94,000	87,065	60,600	60,600	
Other purchased services	336,823	401,278	354,489	360,743	359,310	359,310	
Supplies	91,257	87,276	392,000	387,500	769,800	769,800	
Minor equipment	12,999	1,706	21,008	16,300	5,000	5,000	
Other materials & services	240,580	280,075	277,621	241,227	249,000	249,000	
Total materials & services	1,459,291	2,244,819	2,419,818	2,115,835	2,715,660	2,715,660	
Capital outlay							
Infrastructure	(126,328)	12,450	25,000	-	25,000	25,000	
Vehicles	-	-	10,000	10,000	-	-	
Furniture and equipment	-	-	2,500	2,500	-	-	
Total capital outlay	(126,328)	12,450	37,500	12,500	25,000	25,000	
Debt service							
Principal	485,578	824,425	850,621	850,621	872,415	872,415	
Interest	1,118,221	1,013,843	989,947	989,947	965,253	965,253	
Total debt service	1,603,798	1,838,268	1,840,568	1,840,568	1,837,668	1,837,668	
Total expenditures	3,459,655	4,693,256	4,873,661	4,548,520	5,167,109	5,167,109	
Other uses							
Ending Fund Balance	4,584,184	4,100,333	-	-	-	-	
Contingency	-	-	3,701,536	4,088,413	403,722	403,722	
Reserved for Future Years	-	-	-	-	2,503,618	2,503,618	
Total uses	**8,043,839**	**8,793,588**	**8,575,197**	**8,636,933**	**8,074,450**	**8,074,450**	
FTE	6.9	7.3	6.3	6.6	6.5	6.5	

Water Operations Reserve

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Proposed	2014-15 Approved	2014-15 Adopted
SOURCES							
Beginning fund balance	$ -	$ -	$ -	$ -	$ 100,000	$ 100,000	
Revenue							
Fines, interest and other	-	-	-	100,000	30,000	30,000	
Total revenue	-	-	-	100,000	30,000	30,000	
Total sources	**-**	**-**	**-**	**100,000**	**130,000**	**130,000**	
USES							
Total expenditures	-	-	-	-	-	-	
Ending Fund Balance	-	-	-	-	-	-	
Reserved for Future Years	-	-	-	100,000	130,000	130,000	
Total uses	**-**	**-**	**-**	**100,000**	**130,000**	**130,000**	

FY14-15 Water Capital Projects/Budget

Water Master Plan Update: Contract awarded to Murray, Smith and Associates, Inc. in FY2013-14. Master Plan is expected to be complete in the fall of 2014.

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Proposed	2014-15 Approved	2014-15 Adopted
SOURCES							
Beginning fund balance	$ 5,632,150	$ 4,092,209	$ 1,301,924	$ 2,220,255	$ 3,991,255	$ 3,991,255	
Revenue							
Intergovernmental	-	-	2,000,000	1,400,000	-	-	
Charges for services	-	350,000	-	-	400,000	400,000	
Infrastructure development	77,554	430,582	160,000	420,000	370,000	370,000	
Fines, interest and other	24,021	24,963	15,000	11,000	2,415	2,415	
Total revenue	101,574	805,545	2,175,000	1,831,000	772,415	772,415	
Other sources							
Total sources	**5,733,724**	**4,897,754**	**3,476,924**	**4,051,255**	**4,763,670**	**4,763,670**	
USES							
Expenditures							
Personal services							
Salaries and wages	20,118	2,758	11,517	-	11,996	11,996	
Payroll taxes	1,622	226	1,001	-	1,171	1,171	
Benefits	8,167	1,133	5,159	-	4,477	4,477	
Total personal services	29,907	4,116	17,677	-	17,644	17,644	
Materials and services							
Professional & technical	570,126	30,846	-	-	114,987	114,987	
Other purchased services	641	150	48	-	48	48	
Supplies	1,228	-	-	-	-	-	
Other materials & services	13,885	1,643	6,988	-	7,500	7,500	
Total materials & services	585,880	32,639	7,036	-	122,535	122,535	
Capital outlay							
Infrastructure	845,728	2,590,743	595,531	60,000	-	-	
Total capital outlay	845,728	2,590,743	595,531	60,000	-	-	
Debt service							
Total debt service	-	-	-	-	-	-	
Total expenditures	1,461,515	2,627,499	620,244	60,000	140,179	140,179	
Other uses							
Transfers out	180,000	50,000	-	-	-	-	
Ending Fund Balance	4,092,209	2,220,255	-	-	-	-	
Reserved fo future years	-	-	2,856,680	3,991,255	4,623,491	4,623,491	
Total uses	**5,733,724**	**4,897,754**	**3,476,924**	**4,051,255**	**4,763,670**	**4,763,670**	
FTE	0.3	0.1	0.2	-	0.2	0.2	

Sanitary Fund

The Sanitary fund consists of two departments, operations and capital. The operations department is responsible for ongoing maintenance of the sanitary utility. The Capital department is responsible for construction of sanitary infrastructure.

Sanitary Fund Budget in Total

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Proposed	2014-15 Approved	2014-15 Adopted
SOURCES							
Beginning fund balance	$ 4,051,252	$ 3,374,283	$ 3,401,711	$ 3,474,815	$ 3,218,004	$ 3,218,004	
Revenue							
Intergovernmental	338,821	51,269	528,457	441,810	151,269	151,269	
Charges for services	523,271	554,285	554,000	577,850	571,500	571,500	
Infrastructure development	6,020	38,704	42,000	232,050	408,150	408,150	
Fines, interest and other	16,263	24,052	9,848	15,800	5,160	5,160	
Total revenue	884,375	668,309	1,134,305	1,267,510	1,136,079	1,136,079	
Other sources							
Transfers in	50,000	-	-	-	-	-	
Total other sources	50,000	-	-	-	-	-	
Total sources	**4,985,628**	**4,042,592**	**4,536,016**	**4,742,325**	**4,354,083**	**4,354,083**	
USES							
Expenditures							
Personal services							
Salaries and wages	164,536	167,810	190,060	174,701	190,982	190,982	
Payroll taxes	18,036	17,734	22,697	21,389	23,655	23,655	
Benefits	60,041	67,980	86,597	71,171	78,892	78,892	
Total personal services	242,613	253,525	299,354	267,261	293,529	293,529	
Materials and services							
Professional & technical	38,128	37,882	58,500	50,500	225,750	225,750	
Facility and equipment	7,867	17,104	20,300	20,000	19,200	19,200	
Other purchased services	33,423	43,187	86,939	81,633	90,379	90,379	
Supplies	14,106	11,600	13,800	13,540	40,550	40,550	
Minor equipment	5,089	3,230	3,850	5,530	5,600	5,600	
Other materials & services	133,814	137,639	147,243	136,210	149,681	149,681	
Total materials & services	232,428	250,642	330,632	307,413	531,160	531,160	
Capital outlay							
Land	11,975	-	-	-	-	-	
Infrastructure	869,948	22,454	1,128,071	927,947	311,053	311,053	
Vehicles	-	-	10,000	10,000	20,000	20,000	
Furniture and equipment	-	41,157	11,700	11,700	-	-	
Total capital outlay	881,923	63,611	1,149,771	949,647	331,053	331,053	
Debt service							
Principal	54,641	-	-	-	-	-	
Interest	635	-	-	-	-	-	
Total debt service	55,276	-	-	-	-	-	
Total expenditures	1,412,240	567,777	1,779,757	1,524,321	1,155,742	1,155,742	
Other uses							
Transfers out	199,105	-	-	-	-	-	
Ending Fund Balance	3,374,283	3,474,815	-	-	-	-	
Contingency	-	-	2,561,259	3,088,004	28,375	28,375	
Reserved for Future Years - Ops	-	-	-	-	87,197	87,197	
Reserved for Future Years - Res	-	-	195,000	130,000	140,000	140,000	
Reserved for Future Years - Cap	-	-	-	-	2,942,769	2,942,769	
Total uses	**4,985,628**	**4,042,592**	**4,536,016**	**4,742,325**	**4,354,083**	**4,354,083**	

Sanitary Operations

The Sanitary Division manages and operates over 62 miles of pipe ranging in size from 21"-6" in the wastewater collection system in the city limits of Sherwood. The sanitary Sewer division maintains and operates a safe and reliable wastewater collection system that protects public health, protects the environment, and meets or exceeds all regulatory standards.

2013-14 Accomplishments

- Cleaned 79,440 feet of sanitary main lines.
- Videoed 50,000 feet of sanitary main lines.
- Completed brushing and posting program.
- Completed annual inspections at City businesses to ensure FOG compliance.
- Provide semi-annual cleaning of sanitary sewer mainlines which are inherent to FOG from our Food Establishments.
- Performed Audit of Semi-Annual Grease Line

2014-15 Goals, Values, Strategies, Activities, and Performance Measures

Goal: *"The City of Sherwood will provide and maintain infrastructure for its citizens to live, work and play."*

Activities

- Ensure compliance with the City of Sherwood's maintenance standards which are adopted by Clean Water Services. This work section provides all warranty video inspection of all main line construction projects (private and capital).
- Television inspection program provides updated information on needed sanitary main line repairs and replacements (on 7 year cycle).
- Sanitary pipe lines are on a 4 year cleaning cycle to prevent blockages that could cause overflows.
- Root cutting is performed annually to prevent blockages.
- Fat Oil and Grease Program. Provide inspections to ensure compliance with City ordinance to minimize maintenance costs.
- Promote education of the Fat, Oils and Grease program (FOG) to minimize FOG from entering our public sanitary collection system.

Performance Measures	2011	2012	2013
• Total feet of sanitary lines	314,543	313,569	331,600
• Percentage of sanitary lines video inspected (Goal: 12.5% annually)	21.3%	22%	26.5%
• Percentage of lines cleaned annual (Goal: 25% annually)	51.5%	36%	38%
• Number of overflows or backups (Goal: 0)	1*	1**	1*
• Percentage of businesses inspected and in compliance with city's FOG Program (Goal: 100%)	20%	75%	75%
• Percentage of manholes inspected annually (Goal: 50%)	4%	83%	68%

*Capital Project – Contractor error / **Contractor damaged sewer line

Sanitary Operations Budget

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Proposed	2014-15 Approved	2014-15 Adopted
SOURCES							
Beginning fund balance	$ 108,791	$ 285,083	$ 400,308	$ 379,502	$ 303,412	$303,412	
Revenue							
Charges for services	523,271	554,225	554,000	577,850	571,500	571,500	
Infrastructure development	254	2,859	1,500	20,000	2,500	2,500	
Fines, interest and other	4,044	6,299	3,000	(126,000)	(6,500)	(6,500)	
Total revenue	527,569	563,383	558,500	471,850	567,500	567,500	
Other sources							
Transfers in	50,000	-	-	-	-	-	
Total other sources	50,000	-	-	-	-	-	
Total sources	**686,361**	**848,466**	**958,808**	**851,352**	**870,912**	**870,912**	
USES							
Expenditures							
Personal services							
Salaries and wages	108,942	147,864	149,594	150,231	162,066	162,066	
Payroll taxes	13,488	16,105	18,754	18,978	20,691	20,691	
Benefits	42,281	59,245	67,131	60,651	65,947	65,947	
Total personal services	164,711	223,214	235,479	229,860	248,704	248,704	
Materials and services							
Professional & technical	7,332	22,646	58,500	50,500	75,750	75,750	
Facility and equipment	7,867	17,104	20,300	20,000	19,200	19,200	
Other purchased services	33,305	41,345	86,893	81,604	90,336	90,336	
Supplies	14,106	11,600	13,800	13,540	40,550	40,550	
Minor equipment	5,089	3,230	3,850	5,530	5,600	5,600	
Other materials & services	75,387	108,668	93,092	100,206	105,200	105,200	
Total materials & services	143,086	204,593	276,435	271,380	336,636	336,636	
Capital outlay							
Infrastructure	38,206	-	25,000	25,000	150,000	150,000	
Vehicles	-	-	10,000	10,000	20,000	20,000	
Furniture and equipment	-	41,157	11,700	11,700	-	-	
Total capital outlay	38,206	41,157	46,700	46,700	170,000	170,000	
Debt service							
Principal	54,641	-	-	-	-	-	
Interest	635	-	-	-	-	-	
Total debt service	55,276	-	-	-	-	-	
Total expenditures	401,278	468,964	558,614	547,940	755,340	755,340	
Other uses							
Ending Fund Balance	285,083	379,502	-	-	-	-	
Contingency	-	-	400,194	303,412	28,375	28,375	
Reserved for Future Years	-	-	-	-	87,197	87,197	
Total uses	**686,361**	**848,466**	**958,808**	**851,352**	**870,912**	**870,912**	
FTE	2.2	2.9	2.8	2.7	2.9	2.9	

Sanitary Operations Reserve

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Proposed	2014-15 Approved	2014-15 Adopted
SOURCES							
Beginning fund balance	$ -	$ -	$ -	$ -	$ 130,000	$ 130,000	
Revenue							
Fines, interest and other	-	-	-	130,000	10,000	10,000	
Total revenue	-	-	-	130,000	10,000	10,000	
Total sources	**-**	**-**	**-**	**130,000**	**140,000**	**140,000**	
USES							
Total expenditures	-	-	-	-	-	-	
Ending Fund Balance	-	-	-	-	-	-	
Reserved for Future Years	-	-	-	130,000	140,000	140,000	
Total uses	**-**	**-**	**-**	**130,000**	**140,000**	**140,000**	

FY14-15 Sanitary Capital Projects/Budget

Tonquin Employment Area Sanitary Upgrade: This project consists of replacing/upsizing approximately 3,011 linear feet of existing 8 and 10 inch diameter pipe with 12-inch pipe. The project is on the south side of Tualatin-Sherwood Road, from the intersection with Oregon street west to the railroad tracks and then southwest along those tracks. This upgrade is necessary to provide capacity for future growth and expansion of the northeast portion of Sherwood (Area 48). Funding will come from existing City sanitary sewer SDC funds. Future Public Works maintenance will consist mostly of bi-yearly inspection of the conveyance system and cleaning as needed on a five to ten year cycle.

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Proposed	2014-15 Approved	2014-15 Adopted
SOURCES							
Beginning fund balance	$ 3,942,461	$ 3,089,200	$ 3,001,403	$ 3,095,313	$ 2,784,592	$ 2,784,592	
Revenue							
Intergovernmental	338,821	51,269	528,457	441,810	151,269	151,269	
Charges for services	-	60	-	-	-	-	
Infrastructure development	5,766	35,845	40,500	212,050	405,650	405,650	
Fines, interest and other	12,219	17,752	6,848	11,800	1,660	1,660	
Total revenue	356,806	104,926	575,805	665,660	558,579	558,579	
Other sources							
Total sources	**4,299,267**	**3,194,126**	**3,577,208**	**3,760,973**	**3,343,171**	**3,343,171**	
USES							
Expenditures							
Personal services							
Salaries and wages	55,594	19,947	40,466	24,470	28,916	28,916	
Payroll taxes	4,548	1,629	3,943	2,411	2,964	2,964	
Benefits	17,760	8,735	19,466	10,520	12,945	12,945	
Total personal services	77,902	30,311	63,875	37,401	44,825	44,825	
Materials and services							
Professional & technical	30,796	15,236	-	-	150,000	150,000	
Other purchased services	118	1,841	46	29	43	43	
Other materials & services	58,427	28,971	54,151	36,004	44,481	44,481	
Total materials & services	89,342	46,049	54,197	36,033	194,524	194,524	
Capital outlay							
Land	11,975	-	-	-	-	-	
Infrastructure	831,742	22,454	1,103,071	902,947	161,053	161,053	
Total capital outlay	843,717	22,454	1,103,071	902,947	161,053	161,053	
Debt service							
Total debt service	-	-	-	-	-	-	
Total expenditures	1,010,961	98,814	1,221,143	976,381	400,402	400,402	
Other uses							
Transfers out	199,105	-	-	-	-	-	
Ending Fund Balance	3,089,200	3,095,313	-	-	-	-	
Reserved for Future Years	-	-	2,356,065	2,784,592	2,942,769	2,942,769	
Total uses	**4,299,267**	**3,194,126**	**3,577,208**	**3,760,973**	**3,343,171**	**3,343,171**	
FTE	1.0	0.3	0.6	0.4	0.5	0.5	

Storm Fund

The Storm fund consists of two departments, operations and capital. The operations department is responsible for ongoing maintenance of the stormwater utility. The Capital department is responsible for construction of stormwater infrastructure.

Storm Fund Budget in Total

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Proposed	2014-15 Approved	2014-15 Adopted
SOURCES							
Beginning fund balance	$ 1,083,858	$ 1,285,864	$ 1,557,395	$ 1,948,537	$ 2,606,387	$ 2,606,387	
Revenue							
Charges for services	1,418,566	1,525,022	1,535,690	1,608,000	1,598,800	1,598,800	
Infrastructure development	13,346	35,102	33,500	157,000	32,600	32,600	
Fines, interest and other	7,738	8,707	8,814	9,980	10,343	10,343	
Total revenue	1,439,650	1,568,831	1,578,004	1,774,980	1,641,743	1,641,743	
Other sources							
Transfers in	316,678	44,302	-	-	-	-	
Total other sources	316,678	44,302	-	-	-	-	
Total sources	**2,840,186**	**2,898,997**	**3,135,399**	**3,723,517**	**4,248,130**	**4,248,130**	
USES							
Expenditures							
Personal services							
Salaries and wages	201,328	226,309	300,875	229,720	288,266	288,266	
Payroll taxes	23,334	25,262	37,438	28,795	36,856	36,856	
Benefits	66,940	87,431	133,792	89,241	117,544	117,544	
Total personal services	291,602	339,001	472,105	347,756	442,666	442,666	
Materials and services							
Professional & technical	150,248	132,340	189,200	143,500	833,900	833,900	
Facility and equipment	23,480	21,426	28,000	25,000	25,000	25,000	
Other purchased services	77,043	89,581	109,137	113,618	124,532	124,532	
Supplies	23,151	10,737	24,200	23,000	44,050	44,050	
Community activities	-	13	-	-	-	-	
Minor equipment	7,929	2,638	5,600	9,600	7,050	7,050	
Other materials & services	121,946	146,122	237,212	162,898	247,968	247,968	
Total materials & services	403,796	402,857	593,349	477,616	1,282,500	1,282,500	
Capital outlay							
Land	239,912	-	-	-	-	-	
Infrastructure	34,543	167,445	1,250,049	237,758	593,394	593,394	
Vehicles	-	-	10,000	10,000	20,000	20,000	
Furniture and equipment	-	41,157	40,000	44,000	56,500	56,500	
Total capital outlay	274,456	208,601	1,300,049	291,758	669,894	669,894	
Debt service							
Principal	343,259	-	-	-	-	-	
Interest	11,208	-	-	-	-	-	
Total debt service	354,467	-	-	-	-	-	
Total expenditures	1,324,322	950,460	2,365,503	1,117,130	2,395,060	2,395,060	
Other uses							
Transfers out	230,000	-	-	-	-	-	
Ending Fund Balance	1,285,864	1,948,537	-	-	-	-	
Contingency	-	-	634,896	2,471,387	124,221	124,221	
Reserved for Future Years - Ops	-	-	-	-	690,810	690,810	
Reserved for Future Years - Res	-	-	135,000	135,000	103,500	103,500	
Reserved for Future Years - Cap	-	-	-	-	934,539	934,539	
Total uses	**2,840,186**	**2,898,997**	**3,135,399**	**3,723,517**	**4,248,130**	**4,248,130**	

Storm Operations

The Stormwater Department provides a safe and reliable storm water system and implements watershed protection and restoration actions that consistently promote surface water quality and stream health.

2013-14 Accomplishments

- Cleaned 58,908 feet of storm water main lines.
- Cleaned/inspected 1,946 catch basins.
- Cleaned 79 water quality manholes semi-annually.
- Treated 1,641 catch basins for prevention of West Nile Virus.
- Completed leaf curbside pickup for all public city streets and held 3 leaf drop dates at public works facility. Collected 960 yards of leaves and collected 60 lbs. of canned food.
- Planted 3,150 trees in compliance with Healthy Streams program.
- Completed monthly street sweeping.

2014-15 Goals, Values, Strategies, Activities, and Performance Measures

Goal: ***"The City of Sherwood will provide and maintain infrastructure for its citizens to live, work and play."***

Activities

- Comply with City of Sherwood maintenance standards which are adopted by CWS.
- Television inspection program is on an 8 year cycle and provides updated information on needed storm main line repairs and replacements.
- Clean water quality manholes twice yearly and catch basins yearly.
- Maintain maintenance program of water quality facilities and storm water filters.
- West Nile Virus Program consists of sampling, treatment, and monitoring.
- The storm pipe lines are on a 6 year cleaning cycle to prevent blockages that could cause flooding.
- Leaf Program prevents street flooding and helps minimize maintenance costs.
- Monthly street sweeping.
- Healthy Streams plan consists of tree planting in accordance with Clean Water Services Healthy Streams programs.

Performance Measures	2011	2012	2013
• Total feet of storm lines *	327,703	326,235	325,115
• Percentage of system videoed (Goal: 12.5% annually)	28%	15.4%	18.6%
• Percentage of stormlines cleaned (Goal: 16% annually)	28%	34.4%	12.8%
• Total number of sumpted catch basins	1595	1665	1641
• Percentage of catch basins cleaned (Goal: 100% annually)	97%	101.2%	99%
• Number of WQFs rehabilitated/enhanced (Goal:2 annually)	0	2	3
• Number of private WQFs Inspected (Goal: 25% annually)	25%	80%	100%
• Number of public WQFs functional (Goal: 100%)	n/a	62%	73%

* Stormlines decreased due to mapping updates and removal of private lines

Storm Operations Budget

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Proposed	2014-15 Approved	2014-15 Adopted
SOURCES							
Beginning fund balance	$ 523,593	$ 469,037	$ 423,118	$ 693,747	$1,248,617	$1,248,617	
Revenue							
Charges for services	942,919	1,125,022	1,535,690	1,608,000	1,198,800	1,198,800	
Infrastructure development	5,404	2,832	1,500	20,000	2,500	2,500	
Fines, interest and other	4,590	2,828	2,000	(131,000)	34,500	34,500	
Total revenue	952,913	1,130,681	1,539,190	1,497,000	1,235,800	1,235,800	
Other sources							
Transfers in	60,000	-	-	-	-	-	
Total other sources	60,000	-	-	-	-	-	
Total sources	**1,536,506**	**1,599,718**	**1,962,308**	**2,190,747**	**2,484,417**	**2,484,417**	
USES							
Expenditures							
Personal services							
Salaries and wages	198,821	221,572	257,202	219,431	242,506	242,506	
Payroll taxes	23,127	24,871	33,176	27,801	32,170	32,170	
Benefits	66,029	85,604	115,072	85,493	97,309	97,309	
Total personal services	287,977	332,046	405,450	332,725	371,985	371,985	
Materials and services							
Professional & technical	144,118	103,074	189,200	143,500	683,900	683,900	
Facility and equipment	18,056	21,426	28,000	25,000	25,000	25,000	
Other purchased services	76,974	88,652	109,091	113,611	124,474	124,474	
Supplies	23,151	10,737	24,200	23,000	44,050	44,050	
Community activities	-	13	-	-	-	-	
Minor equipment	7,929	2,638	5,600	9,600	7,050	7,050	
Other materials & services	119,120	138,784	181,962	148,694	177,927	177,927	
Total materials & services	389,348	365,324	538,053	463,405	1,062,401	1,062,401	
Capital outlay							
Infrastructure	35,677	167,445	622,000	92,000	158,500	158,500	
Vehicles	-	-	10,000	10,000	20,000	20,000	
Furniture and equipment	-	41,157	40,000	44,000	56,500	56,500	
Total capital outlay	35,677	208,601	672,000	146,000	235,000	235,000	
Debt service							
Principal	343,259	-	-	-	-	-	
Interest	11,208	-	-	-	-	-	
Total debt service	354,467	-	-	-	-	-	
Total expenditures	1,067,469	905,971	1,615,503	942,130	1,669,386	1,669,386	
Other uses							
Ending Fund Balance	469,037	693,747	-	-	-	-	
Contingency	-	-	346,805	1,248,617	124,221	124,221	
Reserved for Future Years	-	-	-	-	690,810	690,810	
Total uses	**1,536,506**	**1,599,718**	**1,962,308**	**2,190,747**	**2,484,417**	**2,484,417**	
FTE	4.2	4.4	4.9	4.2	4.4	4.4	

Storm Operations Reserve

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Proposed	2014-15 Approved	2014-15 Adopted
SOURCES							
Beginning fund balance	$ -	$ -	$ -	$ -	$ 135,000	$ 135,000	
Revenue							
Fines, interest and other	-	-	-	135,000	(31,500)	(31,500)	
Total revenue	-	-	-	135,000	(31,500)	(31,500)	
Total sources	**-**	**-**	**-**	**135,000**	**103,500**	**103,500**	
USES							
Total expenditures	-	-	-	-	-	-	
Ending Fund Balance	-	-	-	-	-	-	
Reserved for Future Years	-	-	-	135,000	103,500	103,500	
Total uses	**-**	**-**	**-**	**135,000**	**103,500**	**103,500**	

FY14-15 Storm Capital Projects

Columbia Street Regional Storm Water Quality Facility: This project is based on an agreement between the City and CWS to construct a regional water quality facility as part of the Cannery PUD. The project to date has purchased the necessary property along Main Street and performed a lot line adjustment in preparation for the design and construction phase. The design phase of this project is expected to commence in early FY13/14, with the construction phase being completed within FY14/15. Future Public Works maintenance will consist mostly of bi-yearly inspection of the treatment facility, and removal of invasive plant species and sediment removal as needed in meeting CWS/DEQ requirements for MS4 permitting.

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Proposed	2014-15 Approved	2014-15 Adopted
SOURCES							
Beginning fund balance	$ 560,265	$ 816,827	$ 1,134,277	$ 1,254,790	$ 1,222,770	$ 1,222,770	
Revenue							
Charges for services	475,647	400,000	-	-	400,000	400,000	
Infrastructure development	7,943	32,270	32,000	137,000	30,100	30,100	
Fines, interest and other	3,147	5,879	6,814	5,980	7,343	7,343	
Total revenue	486,737	438,150	38,814	142,980	437,443	437,443	
Other sources							
Transfers in	256,678	44,302	-	-	-	-	
Total other sources	256,678	44,302	-	-	-	-	
Total sources	**1,303,680**	**1,299,279**	**1,173,091**	**1,397,770**	**1,660,213**	**1,660,213**	
USES							
Expenditures							
Personal services							
Salaries and wages	2,507	4,737	43,673	10,289	45,760	45,760	
Payroll taxes	207	391	4,262	994	4,686	4,686	
Benefits	912	1,828	18,720	3,748	20,235	20,235	
Total personal services	3,626	6,956	66,655	15,031	70,681	70,681	
Materials and services							
Professional & technical	6,131	29,267	-	-	150,000	150,000	
Facility and equipment	5,424	-	-	-	-	-	
Other purchased services	68	929	46	7	58	58	
Other materials & services	2,826	7,338	55,250	14,204	70,041	70,041	
Total materials & services	14,449	37,533	55,296	14,211	220,099	220,099	
Capital outlay							
Land	239,912	-	-	-	-	-	
Infrastructure	(1,134)	-	628,049	145,758	434,894	434,894	
Total capital outlay	238,779	-	628,049	145,758	434,894	434,894	
Debt service							
Total debt service	-	-	-	-	-	-	
Total expenditures	256,853	44,489	750,000	175,000	725,674	725,674	
Other uses							
Transfers out	230,000	-	-	-	-	-	
Ending Fund Balance	816,827	1,254,790	-	-	-	-	
Reserved for Future Years	-	-	423,091	1,222,770	934,539	934,539	
Total uses	**1,303,680**	**1,299,279**	**1,173,091**	**1,397,770**	**1,660,213**	**1,660,213**	
FTE	0.04	0.07	0.61	0.14	0.69	0.69	

Telecommunications

Telecommunications supports the communication needs of the city, local businesses, school district, and residents. Services within this utility are primarily sold and managed through third party service providers. Currently there are over 60 sites within this network and over 100 miles of fiber optic cable. Telecommunications also support economic development within Sherwood and the surrounding area.

2013-2014 Accomplishments

- Added several new customers, increasing revenue by nearly 90k
- Re-Architected portions of the network to better support the needs of our partner service providers.
- Replaced several pieces of ageing equipment with newer used equipment at a substantial cost savings.
- Fully implemented our Network Redundancy plan and began providing services on it.
- Helped a business locate to Sherwood by providing them broadband services. Availability of fast, reliable and inexpensive broadband services was the determining factor for them moving to Sherwood.
- Assisted in the development of the city's Broadband Strategic Plan.

2014-2015 Goals, Strategies, Values and Activities

Goal: Economic Development: ***The City of Sherwood will promote responsible economic development which benefits the community.***

Strategies:

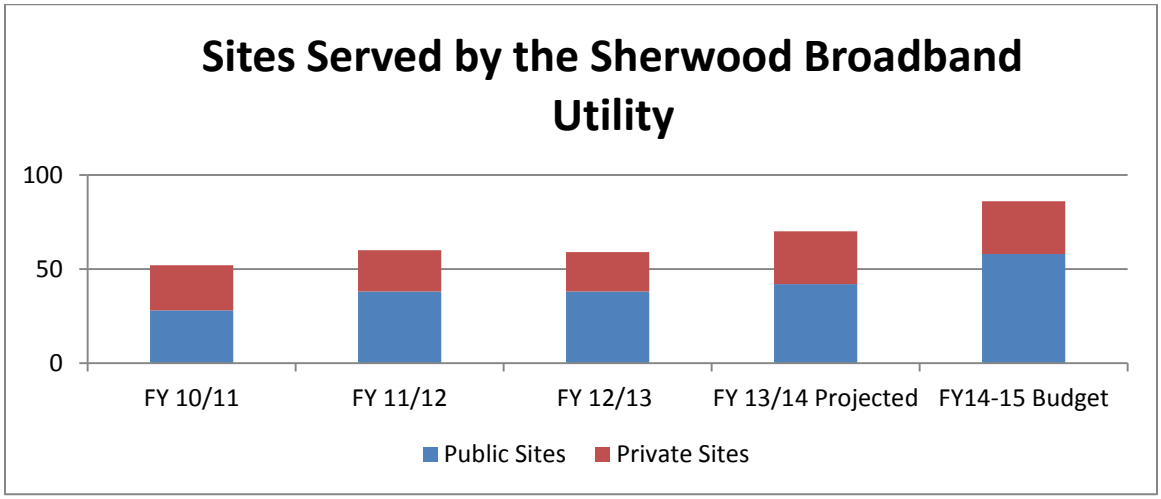
Continue to promote Sherwood Broadband to the Sherwood business community

Activities:

- Continue to involve third party Internet Service Providers
- Integrate Sherwood Broadband into applicable Economic Development activities

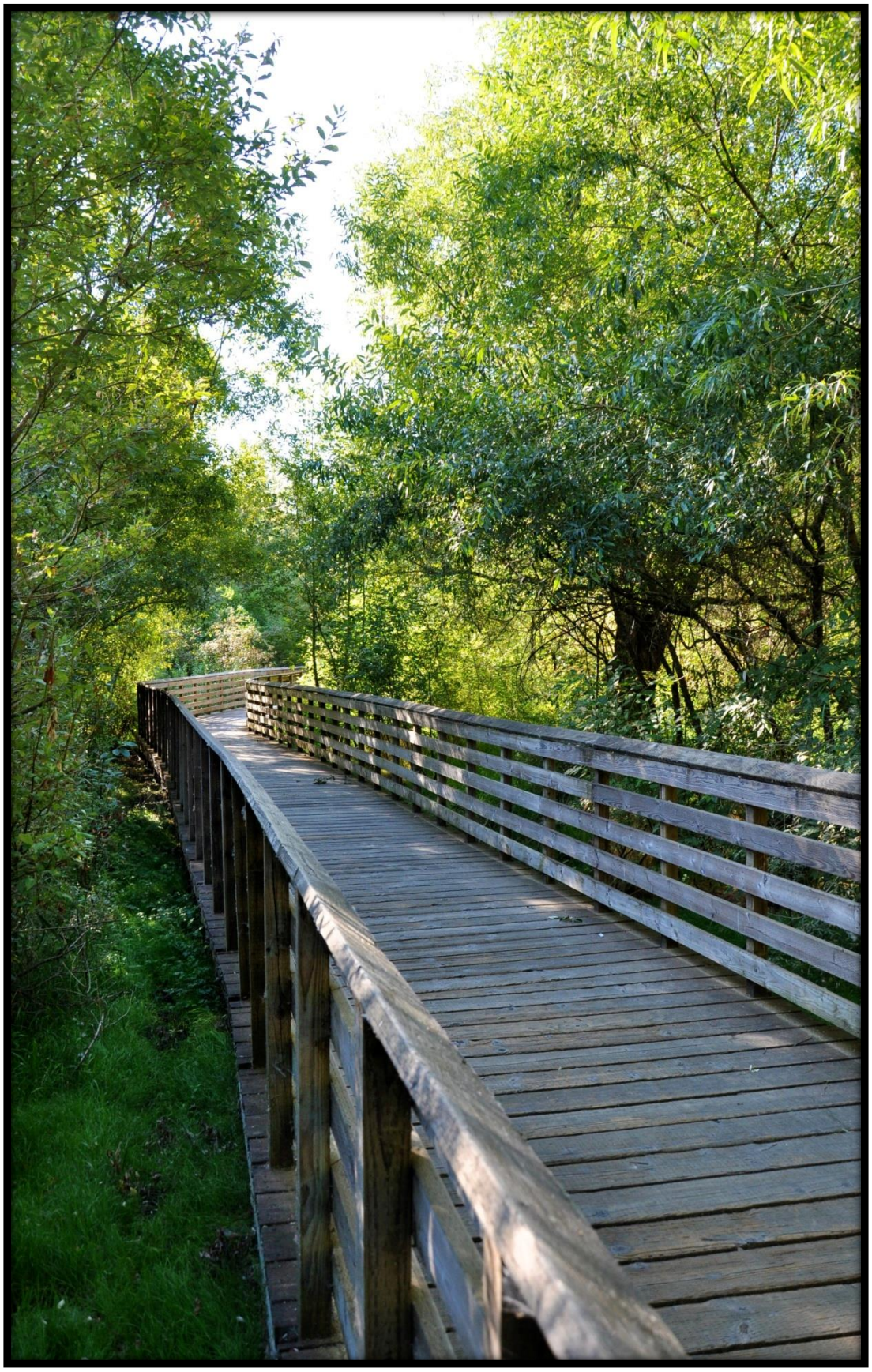
Performance Measures

- The number of new customers added each year



Telecommunications Budget

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Proposed	2014-15 Approved	2014-15 Adopted
SOURCES							
Beginning fund balance	$ 186,690	$ 41,278	$ 6,351	$ 63,204	$ 33,660	$ 33,660	
Revenue							
Charges for services	310,838	318,075	396,000	364,000	461,460	461,460	
Fines, interest and other	585	169	250	350	300	300	
Total revenue	311,423	318,244	396,250	364,350	461,760	461,760	
Other sources							
Total sources	**498,114**	**359,522**	**402,601**	**427,554**	**495,420**	**495,420**	
USES							
Expenditures							
Personal services							
Salaries and wages	6,591	10,785	27,873	29,198	40,114	40,114	
Payroll taxes	563	930	2,470	2,649	3,734	3,734	
Benefits	2,411	2,797	13,712	12,834	16,080	16,080	
Total personal services	9,565	14,512	44,055	44,681	59,928	59,928	
Materials and services							
Professional & technical	18,510	3,544	5,000	10,000	10,000	10,000	
Facility and equipment	35,151	42,263	63,900	51,650	17,900	17,900	
Other purchased services	41,490	67,721	90,288	90,468	67,432	67,432	
Supplies	339	-	5,000	7,500	20,600	20,600	
Minor equipment	13,389	10,781	15,000	21,000	30,000	30,000	
Other materials & services	4,156	7,498	19,824	18,595	25,300	25,300	
Total materials & services	113,035	131,806	199,012	199,213	171,232	171,232	
Capital outlay							
Infrastructure	-	-	-	-	20,000	20,000	
Furniture and equipment	18,940	-	-	-	20,000	20,000	
Total capital outlay	18,940	-	-	-	40,000	40,000	
Debt service							
Principal	315,296	146,640	146,000	146,000	-	147,000	
Interest	-	3,360	4,000	4,000	-	3,000	
Total debt service	315,296	150,000	150,000	150,000	-	150,000	
Total expenditures	456,836	296,318	393,067	393,894	271,160	421,160	
Other uses							
Ending Fund Balance	41,278	63,204	-	-	-	-	
Contingency	-	-	9,534	33,660	23,088	23,088	
Reserved for Future Years	-	-	-	-	201,172	51,172	
Total uses	**498,114**	**359,522**	**402,601**	**427,554**	**495,420**	**495,420**	
FTE	0.1	0.1	0.3	0.4	0.5	0.5	



Personnel FTE Comparison to Prior Year

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Budget
Administration	15.9	17.4	15.6	17.5	16.35
Community Development	9.6	8.6	8.6	10.0	12.08
Public Safety	25.6	26.3	25.6	25.2	25.59
Community Services	13.3	13.2	13.4	13.7	14.75
Public Works Operations	10.4	9.9	10.9	12.5	13.59
General Fund Total	74.8	75.4	74.0	78.8	82.36
Water Operations	8.1	6.9	7.3	6.6	6.49
Water Capital	0.4	0.33	0.05	-	0.15
Water Fund Total	8.5	7.2	7.3	6.6	6.64
Sanitary Operations	2.2	2.2	2.9	2.7	2.87
Sanitary Capital	1.2	1.0	0.3	0.4	0.45
Sanitary Fund Total	3.4	3.1	3.3	3.1	3.32
Storm Operations	4.0	4.2	4.4	4.2	4.41
Storm Capital	0.04	0.04	0.07	0.14	0.69
Storm Fund Total	4.0	4.3	4.5	4.4	5.10
Street Operations	3.0	3.3	3.8	3.9	4.20
Street Capital	2.2	2.5	0.9	0.5	0.24
General Construction	0.4	-	0.2	0.3	0.60
Telecom	0.2	0.1	0.1	0.4	0.46
URA Operations	1.0	0.8	0.5	0.3	0.21
URA Capital	0.2	0.4	0.9	0.7	0.93
Total	98	97	96	99	104

Changes to personnel for FY 2014-15

Administration	
Receptionist	(1.0)
Community Development	
Receptionist	1.0
Associate Planner - Funded by Grant funds	1.0
Engineering Tech 1	1.0
Building Permit Tech	0.5
Community Services	
Community Center Staff	2.0
Public Works	
Maintenance Worker I	1.0
	5.5

Management/Supervisory/Confidential (Effective July 1, 2014)

Position	Group Range	Minimum Hourly	Maximum Hourly	Minimum Monthly	Maximum Monthly
Admin Asst III - Confidential	A1	19.46	24.91	3,373	4,317
Payroll Finance Tech	A2	21.41	27.4	3,710	4,749
Program/Project Supervisor II	B	23.55	30.14	4,081	5,224
Program Project Manager I PW Operations Supervisor Program Analyst Supervising Librarian Recreation Supervisor Human Resource Analyst	C	25.89	33.14	4,487	5,744
PW Operations Supervisor II Engineering Associate II System Administrator Senior IT Analyst	D	28.23	36.13	4,893	6,263
Civil Engineer Police Sgt (non-exempt) Planning Manager Utility Manager Senior Network Engineer	E	30.77	39.39	5,334	6,828
Building Official Library Manager	F	33.23	42.53	5,760	7,373
Police Captain	G	35.88	45.93	6,220	7,962
City Engineer	H	37.86	48.47	6,563	8,401
IT Director Community Develop Director Finance Director Public Works Director Community Services Director	I	41.08	52.59	7,121	9,116
Police Chief Assistant City Manager	J	43.96	56.28	7,620	9.755
City Manager City Recorder Municipal Judge	Contract Employees				

AFSCME Represented (Effective July 1, 2014)

Position	Group Range	Minimum Hourly	Maximum Hourly	Minimum Monthly	Maximum Monthly
Library Page I Recreational Assistant	1	11.24	14.39	1,949	2,495
Library Page II	2	13.15	16.83	2,279	2,918
Library Asst. I Admin Asst. I Recreation Specialist	3	15.13	19.37	2,622	3,357
Admin Asst II Library Asst II Maintenance Worker I	4	17.09	21.87	2,962	3,791
Maintenance Worker II Billing Tech Admin Asst. III Engineering Tech I Court Clerk I	5	18.97	24.29	3,288	4,209
Finance Tech Code Compliance Evidence Tech Department/Program Coordinator Maintenance Worker III Permit Specialist Public Works Tech Mechanic Events & Volunteer Coordinator Engineering Tech II	6	20.87	26.71	3,617	4,630
Librarian Maintenance Worker Lead Accountant Court Administrator Assistant Planner	7	22.74	29.11	3,941	5,045
Associate Planner Engineering Associate I Inspector I	8	24.79	31.74	4,297	5,501
Inspector II	9	26.78	34.27	4,641	5,941
Senior Planner	10	28.65	36.68	4,967	6,358

SPOA Represented (Effective July 1, 2014)

Position	Group Range	Minimum Hourly	Maximum Hourly	Minimum Monthly	Maximum Monthly
Police Officer	1	25.4	32.52	4,403	5,637

Description of Long-Term Debt

All debt with repayment terms in excess of one year is shown on the following schedule. The City does not intend to issue any new debt in FY14-15.

The debt is in two sections. The first section is City debt independent of the URA. This includes general obligation bonds and loans paid from City resources. The second section is City loans for Urban Renewal Agency projects. There are intergovernmental agreements for the URA to reimburse the City for debt service on these loans. For all debt to outside parties, "debt service expenditures to maturity" represents principal and interest payments, both of which appear as expenditures in the budget.

Debt Service Expenditures to Maturity

		General Obligation Bonds	
	Total Debt to Outside Parties	**2004 A&B Refunding**	**2011 Police Facility Refunding**
Original Amount	$ 63,695,000	$ 6,045,000	$ 2,305,000
Balance at 6/30/14	49,003,526	1,745,000	1,680,000
Payment Source		Property taxes	
Paying Fund		Debt Service	
Year Ending June 30			
2015	5,155,415	623,194	271,200
2016	5,162,743	628,594	270,625
2017	5,149,803	622,500	268,800
2018	4,349,514	-	271,750
2019	4,344,113	-	269,475
2020	4,345,973	-	270,700
2021	4,353,182	-	270,300
2022	3,959,455	-	-
2023	3,917,375	-	-
2024	3,914,695	-	-
2025	3,520,384	-	-
2026	3,527,741	-	-
2027	3,526,550	-	-
2028	3,044,654	-	-
2029	3,038,883	-	-
2030	3,041,088	-	-
2031	2,056,839	-	-
2032	1,627,000	-	-
2033	1,628,750	-	-
2034	1,628,500	-	-
2035	981,250	-	-
2036	981,750	-	-
2037	-	-	-
2038	-	-	-
	$ 73,255,654	$ 1,874,288	$ 1,892,850

Debt Service Expenditures to Maturity

	City Loans					
	2001 YMCA		2008 SDW Water Reservoir	2009 SDW Water Pipeline	2011 Bonds for Water	Total City Debt Exclusive of URA
Original Amount	$ 1,461,740	$ 508,260	$ 6,000,000	$6,000,000	$ 14,165,000	$ 36,485,000
Balance at 6/30/14	382,130	132,870	5,109,652	5,356,162	13,385,000	$ 27,790,814
Payment Source	Rent of Building	Parks SDC's	Water Rates	Water Rates	Water Rates	
Paying Fund	General	General Construction	Water	Water	Water	
Year Ending June 30						
2015	139,580	48,533	424,079	434,870	978,719	2,920,175
2016	136,714	47,537	424,079	434,870	980,719	2,923,138
2017	137,033	47,647	424,079	434,870	977,519	2,912,448
2018	-	-	424,079	434,870	980,069	2,110,768
2019	-	-	424,079	434,870	977,169	2,105,593
2020	-	-	424,079	434,870	979,569	2,109,218
2021	-	-	424,079	434,870	981,169	2,110,418
2022	-	-	424,079	434,870	981,969	1,840,918
2023	-	-	424,079	434,870	981,969	1,840,918
2024	-	-	424,079	434,870	980,719	1,839,668
2025	-	-	424,079	434,870	978,719	1,837,668
2026	-	-	424,079	434,870	980,919	1,839,868
2027	-	-	424,079	434,870	981,375	1,840,324
2028	-	-	424,079	434,870	980,025	1,838,974
2029	-	-	424,079	434,870	976,806	1,835,755
2030	-	-	424,079	434,870	977,494	1,836,443
2031	-	-	-	425,845	980,994	1,406,839
2032	-	-	-	-	977,000	977,000
2033	-	-	-	-	978,750	978,750
2034	-	-	-	-	978,500	978,500
2035	-	-	-	-	981,250	981,250
2036	-	-	-	-	981,750	981,750
2037	-	-	-	-	-	-
2038	-	-	-	-	-	-
	$ 413,327	$ 143,717	$ 6,785,264	$7,383,765	$ 21,553,169	$ 40,046,380

Debt Service Expenditures to Maturity

City Loans for Sherwood Urban Renewal Agency Projects

	2006 Downtown Streets	2010 Streets & Cannery	2010 Cannery	2012 City Hall/Street Refinancing	Total Debt on behalf of URA
Original Amount	$ 6,400,000	$ 7,065,000	$ 8,500,000	$ 5,245,000	$ 27,210,000
Balance at 6/30/14	4,748,824	6,115,000	5,898,888	4,450,000	21,212,712
Payment Source					
Paying Fund					
Year Ending June 30					
2015	482,619	553,865	650,000	548,756	2,235,240
2016	483,219	555,605	650,000	550,781	2,239,605
2017	483,419	551,580	650,000	552,356	2,237,355
2018	483,220	552,045	650,000	553,481	2,238,746
2019	482,619	551,745	650,000	554,156	2,238,520
2020	481,619	555,680	650,000	549,456	2,236,755
2021	484,863	553,595	650,000	554,306	2,242,764
2022	482,263	555,768	650,000	430,506	2,118,537
2023	484,088	553,563	650,000	388,806	2,076,457
2024	485,276	550,660	650,000	389,091	2,075,027
2025	480,656	552,060	650,000	-	1,682,716
2026	485,343	552,530	650,000	-	1,687,873
2027	484,156	552,070	650,000	-	1,686,226
2028	-	555,680	650,000	-	1,205,680
2029	-	553,128	650,000	-	1,203,128
2030	-	554,645	650,000	-	1,204,645
2031	-	-	650,000	-	650,000
2032	-	-	650,000	-	650,000
2033	-	-	650,000	-	650,000
2034	-	-	650,000	-	650,000
2035	-	-	-	-	-
2036	-	-	-	-	-
2037	-	-	-	-	-
2038	-	-	-	-	-
	$ 6,283,360	$ 8,854,219	$ 13,000,000	$ 5,071,695	$ 28,137,579

Debt Margin

Total assessed value on January 1 2014:		$ 1,413,849,727
Debt limitation: 3% of total assessed value		42,415,492
Debt outstanding at June 30, 2014:		
General obligation bonds outstanding	$ 3,425,000	
Less amount avaialble for repayment of general obligation bonds	(8,464)	
Net debt outstanding that is subject to limitation		3,416,536
Amount of general obligation bonds that could be issued		38,998,956

Transfers

Transfer From:	Transfer To:
Fund	General Construction
1 Street Capital	200,000
Total	$ 200,000

Purpose:

1 Transfer funds from Street Capital to General Construction for Cedar Creek Trail.

City of Sherwood Budget Process

The strategic planning process begins anew each October as the City Manager and Management Team meet to identify assumptions for the long term and update department objectives for the next five years.

The objective throughout the budgeting process is to strive to achieve the City's mission, values, and goals.

The mission statement is: "*The City of Sherwood will provide services and infrastructure to support the highest quality of life for our residents, businesses, and visitors in a fiscally responsible manner.*"

Work on the annual budget begins in December, when forecasts for revenues and expenditures for the General Fund and Enterprise Funds are updated. The Capital Improvement Plan is updated for the next five years.

In January the City Council has planning meetings to decide Council goals, priorities, and policies.

After the Council planning meetings, any necessary modifications are made to the departmental objectives articulated earlier.

The Oregon State Department of Revenue has broken down the budget process into nine steps. They are as follows:

1. Appoint Budget Officer - Every local government is required to have a Budget Officer, either appointed by the governing body or designated in its charter.

2. Prepare a Proposed Budget – The Budget Officer is responsible for the preparing of the proposed budget presentation to the Budget Committee.

3. Budget Officer publishes notices – Upon completion of the budget a "Notice of Budget Committee Meeting" is published in a newspaper not less than five or more than 30 days before the meeting, and the notice must be posted prominently on the City's website for at least the 10 days before the meeting.

4. Budget Committee Meets – The Budget Officer presents the budget message and the proposed budget document to the Budget Committee for further review.

5. Committee Approves the Budget – When the Budget Committee is satisfied that the proposed budget will meet the needs of the citizens of Sherwood they will forward this to the City Council for adoption.

6. Notice of Hearing and Financial Summary – After the budget is approved, a budget hearing must be held. The Budget Officer must publish a "Notice of Budget Hearing" in a newspaper not less than five or more than 30 days before the scheduled hearing or by mail or hand delivery not less than 10 days before the hearing.

7. Budget Hearing held – The budget hearing must be held by the governing body on the date specified on the public notice and must allow for public testimony.

8. Adopted Budget, Make Appropriations, Levy Taxes – The governing body may make changes in the approved budget before or after it is adopted, but no later than the beginning of the fiscal year to which the budget relates. However, there are limitations to these changes.

   a. Taxes may not be increased beyond the amount approved by the budget committee.
   b. Estimated expenditures in a fund may not be increased by more than $5,000 or 10 percent, whichever is greater.

9. Budget filed and Levy Certified to Assessor – The final step in the budget cycle is to certify any necessary property tax levy.

Budget Calendar

Event	Lead Person/Group	Date
Proposed budget to the Budget Committee	Budget Officer	May 2
1st Budget Committee meeting with public comment	Budget Committee	May 14
2nd Budget Committee meeting with public comment and budget approval	Budget Committee	May 17
3rd Budget Committee meeting if needed for budget approval	Budget Committee	May 21
Public hearing and adoption of the approved budget	City Council	June 17
Adopted budget available	Budget Officer	July 7

Budget Changes after Adoption

By Oregon law, all City funds must be appropriated. Appropriations, the legal authority to spend, are by division in the General, Water, Sanitary, Storm, and Street Funds and by type (e.g. materials and services) for all other funds.

Appropriations may be changed during the fiscal year, within the limitations imposed by budget law. City staff monitors actual events and recommends changes as needed. The City Council makes changes by resolution. Changes are categorized as resolution transfers or supplemental budgets.

A resolution transfer decreases an existing appropriation and increases another by the same amount. A typical example is to reduce contingency and increase materials and services. The second type of change, a supplemental budget, typically creates a new appropriation, funded by increased revenues. Supplemental budgets are used for occurrences or conditions which were not known at the time the budget was prepared which require a change in financial planning. Supplemental budgets require a public hearing; resolution transfers do not. Directors and managers may amend their budgets for individual accounts without Council approval so long as appropriations at the legal level of control are not changed.

Measurement Focus and Basis of Accounting

Consistent with Oregon budget law, the City budgets current financial resources on a modified accrual basis in all funds. The budget shows sources and uses of resources; that is, increases and decreases in the amount available to spend. Ending fund balance represents spendable resources available for the subsequent budget year. This differs from the accounting used by businesses. Businesses measure net income, on an accrual basis.

As a practical matter, the essential differences between governmental and business accounting are the treatment of long-term debt and capital assets:

- When the City borrows money, it records the debt proceeds as a source of resources. Principal payments are recorded as a use. In a business, the debt would not appear in the budget; it would be recorded as a liability, and principal payments would reduce the liability.
- When the City buys a vehicle, building, or other capital asset, the cost is a use of resources. Depreciation is not recorded. In a business, the purchase would not appear in the budget; it would be recorded as an asset. Depreciation expense would be budgeted and recorded over the useful life of the asset.

Generally accepted accounting principles (GAAP) for governments require that the enterprise funds be accounted for in the same way as businesses. Consequently, actual results for the enterprise funds are shown on both the budgetary (current financial resources and modified accrual) and GAAP basis (economic resources and accrual) in the City's annual financial report.

2013-14Budget and 2013-14 Projected

As required by Oregon budget law, the 2013-14 budget columns shows the adopted budget after changes made by the City Council during the year. The 2013-14 projected columns show the latest forecast of activity through June 30, 2014.

Fund Balance and Contingency

Fund balance represents available spendable resources, at the beginning or end of the fiscal year. Oregon budget law provides that the difference between sources and uses for the year be budgeted as un-appropriated ending fund balance, contingency, or reserved for future years. The City budgets 5% of the excesses in the operating funds as contingency and the remainder as reserved for future years.

Financial Policies

Purpose
In order to carry out the mission of the City of Sherwood and support the City's values, this set of financial policies has been created by the City of Sherwood.

The purpose of these financial policies is to provide a cohesive long term approach to financial management of the City of Sherwood. These policies establish a means for guiding today's financial decisions in order to achieve the mission of the City of Sherwood in a manner that reflects the City's values.

Goal
The goal of these policies is to provide the financial stability needed to navigate through economic changes, adjust to changes in the service requirements of the community and respond to other changes as they affect the City's residents.

Responsibilities

1. **Stewardship:** The City of Sherwood is a steward of public funds. These funds are entrusted to the City through the payment of taxes, fees, and fund transfers from other governments. The City of Sherwood is responsible for using all funds efficiently and effectively and for the purposes for which they were intended.

2. **Asset Protection**: The assets of the City of Sherwood exist in a variety of forms. All these assets must be protected through an effective accounting and internal control System. The System must track assets and document the costs of acquisition, maintenance, and replacement.

3. **Legal Conformance**: The City of Sherwood is subject to federal, state, and local statutes and rules regarding purchasing, entering into debt, budgeting, accounting, and auditing: regulations that govern virtually all financial transactions. The City also voluntarily enters into contracts which include significant financial and operational covenants. The City of Sherwood is responsible for conforming to laws, rules, and covenants to which it is subject.

4. **Standards**: The Government Finance Officers Association (GFOA) and the Governmental Accounting Standards Board (GASB) set polices and guidelines for public sector accounting and financial reporting. The City of Sherwood is responsible for adhering to the requirements of these organizations and for seeking guidance from policies, standards and best practices set forth by these organizations.

5. **Authority**: The Sherwood City Council is the sole authority for deleting, modifying, or adding to these policies. Every two years the Council shall engage the Budget Committee to review and update these policies'

Policy I. Funds

1. The City of Sherwood will maintain an orderly and logical fund structure that provides stakeholders with ready access to financial information

2. The City of Sherwood will conform to Generally Accepted Accounting Principles (GAAP) and the Government Finance Officers Association’s best practices for establishing and maintaining funds.

3. The City of Sherwood will establish and maintain those funds required by law and sound financial administration. Acknowledging that unnecessary funds result in inflexibility, complexity, and inefficient financial administration, only the minimum number of funds consistent with legal and operating requirements will be established.

4. The criteria for establishing a new fund are variable, but include triggers such as;

    a. Inauguration of a new dedicated revenue stream and a concurrent service.
    b. The need for increased clarity of financial information.
    c. The establishment of a new enterprise.
    d. Covenants embodied in financing agreements.
    e. Changes in state law or financial management/accounting standards

5. Only the Sherwood City Council has the authority to create or delete funds. The Council shall create or delete funds by resolution.

Policy II Budgeting

1. The City of Sherwood budget process shall consist of activities that encompass the development, implementation, and evaluation of a plan for the provision of services and capital assets.

2. The purpose of the budget process is to help decision makers make informed choices about the provision of services and capital assets and to promote stakeholder participation in the process.

3. The City of Sherwood budget process shall:

    a. Incorporate a long term perspective (minimum three fiscal years)
    b. Establish linkages to broad organizational goals
    c. Focus budget decisions on results and outcomes
    d. Involve and promote effective communication with stakeholders

4. All budgetary procedures will conform to existing state and local regulations. Oregon budget law requires each local government to prepare a balanced budget and Oregon Administrative Rules state:

    a. The budget must be constructed in such a manner that the total resources in a fund equal the total of expenditures and requirements for that fund, and
    b. The total of all resources of the municipality must equal the total of all expenditures and all requirements for the municipality.

5. A cost allocation plan will be developed and incorporated into the City of Sherwood budget. The cost allocation plan will be the basis for distribution of general government and internal service costs to other funds, divisions, and capital projects.

6. The Sherwood City Council shall adopt the budget at the fund, departmental or program level (as appropriate to each fund) as a total dollar amount for all appropriations except contingency, unappropriated ending fund balance and reserves, which shall be stated separately.

7. Interfund Transfers shall be kept to a minimum. Interfund loans shall be documented in a resolution that cites the terms of the loan.

8. As part of the annual budget process the City of Sherwood will maintain a three year revenue and expenditure forecast. This forecast will be created using an objective, analytical process incorporating applicable projections from the State of Oregon's latest Economic Forecast and conservative assumptions where State developed data is not available. Revenues will be estimated realistically and prudently using best practices as defined by the Government Finance Officers Association. Revenues shall be forecasted conservatively.

9. Oregon budget law provides a means to adjust the budget for emergency expenditures or unforeseen circumstances. All resolutions adjusting the budget will be prepared by the Finance department for City Council approval to ensure compliance with budget laws.

10. Prior to submittal to City Council, the Budget Officer will convene the Budget Committee to review supplemental budget resolutions. If time does not allow for this action, Budget Committee members shall be informed of the City Council's action on the resolution promptly.

11. A mid-year review process will be conducted by the City Manager and Finance Director in order to make any necessary adjustments to the adopted budget.

12. In the City's effort to strive for excellence, the City of Sherwood will make every effort to obtain the Award for Distinguished Budget Presentation from the Government Finance Officers Association (GFOA).

13. Reports comparing actual to budgeted expenditures will be prepared quarterly by the Finance Department and distributed to the City Council, City Manager and Department Directors.

Policy III Revenue

1. City of Sherwood revenues are either unrestricted or dedicated. Unrestricted revenues can be used for any purpose. Dedicated revenues are restricted in the ways they can be used by federal or state regulations, contractual obligations, or by City Council action. The City of Sherwood will adhere to the restrictions applied to dedicated revenues.

2. The City of Sherwood will maintain a diversified revenue stream that is managed strategically to mitigate the impact of short term fluctuations in any revenue source.

3. The City of Sherwood will identify sustainable revenue levels and, to the extent possible, current operations will be funded by current sustainable revenues.

4. One-time revenues will be used for one-time expenditures or as contributions to reserves and will not be used to pay for established services.

5. The City of Sherwood will not respond to long-term revenue shortfalls with deficit financing and borrowing to support established services. Expenses will be reduced and/or revenues will be increased to conform to the long-term revenue forecasts

6. During the budget process, the Sherwood City Council will identify those programs which are to be supported in whole by cost recovery and ensure that revenue collections reflect the cost of providing associated services by adjusting fees accordingly.

7. The City of Sherwood will charge fees for services where such an approach is permissible, and where a limited and specific group of beneficiaries who can pay such charges is identifiable.

8. New or expanded unrestricted revenue streams should first be applied to support existing programs. When existing programs are adequately funded, such revenue may be used as contributions to reserves or to fund new or expanded programs.

Policy IV Expenditures

Controls

1. By resolutions, the City Council will establish a purchasing policy that conforms to state statutory requirements for purchasing and contracting and invests the City Manager with purchasing and contracting authority.
2. By Budget and Supplemental Budget Resolutions, the City Council shall establish and limit expenditure appropriations by statutory categories. The City Manager shall be responsible for limiting expenditures to those appropriation levels.

Specific Expenditures

1. **Personal Services.** Pursuant to the City Charter, the City Manager or designee is responsible for the management of employee staffing and compensation. The City Manager or designee shall negotiate salaries and benefits for represented employee groups in conformance with the Oregon Public Employees Collective Bargaining Act and the Employee Relations Board decisions and arbitration decisions that emanate from the Act.
2. **Capital Improvement Impacts.** Whenever Capital Improvement expenditures will result in increases to future operating expenses or asset replacement contributions, estimates of those impacts shall be incorporated into the long term financial plan.
3. **Capital Outlay.** By resolution the City Council shall define the characteristics of a capital asset by specifying the minimum purchase price and minimum term of service. The City will provide for adequate maintenance of Capital Assets. The City will make annual contributions to the Asset Depreciation Fund to ensure that monies will be available as needed to replace Capital Assets.
4. **Capital Improvement Plan.** The City Manager or designee will prepare a five-year Capital Improvement Plan (CIP) annually and submit it to the City Council for approval via resolution.

Policy V. Revenue Constraints and Fund Balance

Nature of Constraints

The City of Sherwood will maintain the following categories of revenue constraints in conformance with GASB 54. Fund Balances shall be accounted for on the basis of these categories.

1. **Non-spendable.** Assets that are not in a spendable form or are required to be maintained intact.
2. **Restricted.** Cash that can be spent only for specific purposes stipulated by third parties or by statutes. Only the constraining party can lift constraints on Restricted funds.
3. **Committed.** Cash that can be used only as directed by formal action of City Council. Council action may be in the form of a motion or resolution. Only the City Council can lift constraints on

committed funds. Such a change must be made using the same action that established the constraint.

4. **Assigned.** Cash the City intends to use for specific purposes. The City Council delegates the authority to create this constraint to the City Manager. In addition, for all funds except the general fund, all cash not in one of the Non-spendable, Restricted, or Committed categories, or specifically assigned under this category will, by default be assigned to this category.

5. **Unassigned.** General Fund cash that is not otherwise categorized fund balance is the residual classification for the general fund and includes all amounts not contained in the other classifications.

Other Considerations

1. **Stabilization.** The purpose of stabilization arrangements is to provide a revenue source to maintain service delivery during periods of diminished revenues. The City may choose to create stabilization arrangements either by creating new funds or dedicating revenues within existing funds. Stabilization arranges will be created by the City Council and the authorizing legislation shall include the policies on funding and accessing the arrangement.

2. **Order of Use.** If multiple categories of fund balance are applicable to an expenditure, the City shall access funds in the following order: Restricted, Committed, Assigned, Unassigned.

3. **Purpose of Special Revenue Funds.** Special Revenue funds are general government funds created to track the use of dedicated revenues. The City legislation creating a special revenue fund will specify which specific revenues and other resources are authorized to be reported in the fund.

4. **Fund Balance.** Unrestricted fund balance is the sum of Committed, Assigned and Unassigned fund balance in any individual fund. In the General Fund, the City will maintain an Unrestricted fund balance of at least ten percent of fund revenue and will strive to increase that amount by 1.5% annually to a goal of 20%.

Policy VI. Continuing Disclosure

Continuing Disclosure In General

Issuers of municipal securities and entities working on their behalf disclose material information to the marketplace such as annual financial information and material event notices. In December 2008, the Securities and Exchange Commission directed the Municipal Securities Rulemaking Board to establish a continuing disclosure service of the MSRB's Electronic Municipal Market Access (EMMA) system effective July 1, 2009. The continuing disclosure service of EMMA collects continuing disclosure documents from the issuer community and makes them available to the public for free through EMMA.

In conformance with the "Continuing Disclosure Certificate" entered into by the City of Sherwood in bond issuances, the City shall comply with Rule 15c2-12 of the Securities Exchange Act of 1934 (Exchange Act). As noted above, these disclosures generally are divided between submissions made to update financial or operating information about the issuer and notices that disclose the occurrence of specific events that may have an impact on the bonds. These disclosures are described below.

Rule 15c2-12 Disclosures

Rule 15c2-12 rule requires, for most new offerings of municipal securities, that the following types of information be provided to the MSRB's EMMA system:

1. Financial or operational information
   a. Annual financial information concerning issuers or other obligated persons, or other financial information and operating data provided by issuers or other obligated persons
   b. Audited financial statements for issuers or other obligated persons, if available

2. Event Notices

   a. Principal and interest payment delinquencies
   b. Non-payment related defaults, if material
   c. Unscheduled draws on debt service reserves reflecting financial difficulties
   d. Unscheduled draws on credit enhancements reflecting financial difficulties
   e. Substitution of credit or liquidity providers, or their failure to perform
   f. Adverse tax opinions, Internal Revenue Service (IRS) notices or material events affecting the tax status of the security
   g. Modifications to rights of security holders, if material
   h. Bond calls, if material
   i. Tender offers
   j. Defeasances, release, substitution, or sale of property securing repayment of the securities, if material
   k. Rating changes
   l. Bankruptcy, insolvency, receivership or similar event;
   m. Merger, consolidation, or acquisition, if material; and appointment of a successor or additional trustee, or the change of name of a trustee, if material
   n. Notices of failures to provide annual financial information on or before the date specified in the written agreement

City Responsibility

The Finance Director shall be responsible for adhering to the City's Continuing Disclosure Obligations.

Debt

Operating loans
The City will borrow only to finance capital assets. The City will not borrow for operating purposes.

Debt
No bonds will mature more than 20 years from the date of issuance. No debt will be issued with a life exceeding the estimated useful life of the capital assets being financed. The City will limit bonded debt to 3% or less of total assessed value, as required by ORS 287.004. Repayment sources are identified for every debt prior to issuance.

Cash and Investments

Cash balances are insured and collateralized. Cash in excess of immediate needs is invested in the Oregon State Treasury's Local Government Investment Pool.

Capital Assets

The capital asset inventory is updated annually. Capital asset purchases – items other than those constructed as part of the CIP -- are incorporated in the long-term financial forecasts.

Accounting Structure

The account structure, cost accounting processes, and internal controls are documented.

Activity - A task, general or specific, undertaken to accomplish objectives, operate programs, or complete projects.

Adopted Budget - The final budget appropriations approved by the City Council, which becomes the budget of the City.

AFSCME - American Federation of State, County and Municipal Employees. One of the union organizations representing the bargaining employees of the City.

Accrual basis - A method of timing in the recognition of transactions and events. Please see Modified accrual basis for the alternative method. Accrual basis records revenue when earned and expenses as soon as a liability is incurred.

Approved Budget – The budget recommended by the Budget Committee for adoption by the City Council.

Appropriation - Authorization to spend a specific amount of money. The City Council gives appropriation authority by adopting the budget.

Assessed value - The value set on real and personal property as a basis for imposing taxes. Assessed values are determined by Washington County.

Budget – A plan of financial operation embodying an estimate of proposed expenditures for a given purpose and/or period. The budget is the financial plan of the City's allocations of the resources to provide services, and to accomplish the City's objectives.

Budget Calendar – The schedule of key dates, or events which a government follows in the preparation and adoption of the budget.

Budget Committee - A committee required by Oregon Local Budget Law (ORS 294.305) which must recommend a budget and approve the maximum tax levy.

Budget Message – A written explanation of the budget and the City's financial priorities presented to the Budget Committee by the City Manager which is required by Oregon Local Budget Law, ORS 294.

Budget Officer - The Finance Director or other person appointed by the City Council to prepare the proposed budget. This designation is required by Oregon Local Budget Law (ORS 294.305)

CAFR - The Comprehensive Annual Financial Report, the audited report of the City's finances for the fiscal year.

Capital Lease - Lease of a capital asset. The lease may or may not result in the City's ownership of the item at the end of the lease term.

Capital Assets - Items which have a useful life of two or more years and a cost of $5,000 or more. These include land, infrastructure, buildings, improvements other than buildings, vehicles, and certain furniture and equipment.

Capital Budget - The budget for capital projects, as opposed to operations.

Capital Improvement Plan (CIP) - A schedule of planned capital projects and their costs, for three or more years.

Capital Outlay - Expenditures for capital assets. Includes all purchased capital assets. Expenditures for constructed capital projects appear in capital outlay, materials and services, and reimbursements, depending on the nature of the expenditure.

Capital Projects – Projects which purchase or construct capital assets. Typically a capital project encompasses a purchase of land and/or the construction of a building or facility.

COLA - Cost of living. A COLA increases all salaries at all classes and steps by the same percentage.

Contingency – An amount appropriated in anticipation that some operating expenditures will become necessary which cannot be foreseen and planned in the budget.

CWS - Clean Water Services, the regional sewer treatment entity. CWS is a County Service District, defined by ORS 451. The City of Sherwood owns and operates sewer and storm water pumping and transmission facilities; CWS receives and treats the wastewater.

Debt Service - Principal and interest payments on long-term debt.

Division - An organizational unit with a distinct budget.

Depreciation - Expensing the cost of a capital asset over its useful life.

Department – Units within a division consisting of one or more.

Enterprise Funds - A fund that accounts for operations that are financed and operated in a manner similar to private business enterprises. They are usually self-supporting. The City's enterprise funds are the Water, Sanitary, Storm, and Telecommunications funds.

Fiscal Year - The twelve month period to which the operating budget applies. The City's fiscal year is July 1 through June 30.

Franchise Fee – Fees charged to utilities for the use of public right-of-way.

FTE - Full-Time Equivalent position. A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year.

Fund - A fiscal and accounting entity, segregating resources for the purpose of carrying on specific activities in accordance with legal restrictions.

Fund Balance - The amount of available, spendable, financial resources in any given fund at a specified date.

GASB - The Governmental Accounting Standards Board, the body that defines generally accepted accounting principles for governments.

General Fund – The City's primary operating fund. There are no restrictions as to the purpose in which the revenues in this fund can be used.

General Obligation Bond (G. O. Bond) – A government pledge of full faith and credit to the repayment of the bonds issued by the government. They are usually issued to pay for general capital improvements.

GFOA – Government Finance Officers Association.

GIS - Geographic information system, a computerized mapping program.

Goal – A statement of direction, purpose or intent based on the needs of the community, generally to be completed in a specified amount of time.

Grant – A donation or contribution by one government unit or organization to another. This is usually made to aid a specified purpose.

Infrastructure - Infrastructure are assets that are immovable and of value only to the City. It includes roads, bridges, curbs and gutters, sidewalks, drainage systems, lighting systems, and water and sewer systems.

Interfund Transfer - A loan made by one fund to another and authorized by the City Council.

Levy - The amount of property tax certified by the City Council.

Materials and Services – Expendable items purchased for delivery of services. This includes supplies, repairs, maintenance and replacement parts that are not of capital nature.

Mission – Defines the primary purpose of the City.

Modified Accrual - A method of timing in the recognition of transactions and events. Please see Accrual basis for the alternative method. Modified accrual basis records revenue when earned, if they are collectible within the period or soon enough afterwards to be used to pay liabilities of the period. Expenditures are recorded when a liability is incurred except that debt service payments and other specific accrued liabilities are recognized only when payment is due.

Objective - What we want to accomplish. City-wide objectives are longer term than one year, cross departments, and/or are comprehensive in scope.

Operating Budget - Sources and uses necessary for day-to-day operations.

Ordinance – A formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it as the full force and effect of law within the boundaries of the municipality to which it applies.

ORS - Oregon Revised Statutes, laws of the State of Oregon.

PEG - Public, Educational and Governmental Access Channel designations for cable television. Certain franchise fee revenue from cable providers is restricted to the costs of providing such access.

Performance Measure – Data collected to determine how effective or efficient a program is in achieving its objectives.

PERS - Public Employees Retirement System. A State of Oregon defined benefit pension plan to which both employees and employer contribute.

Personal Services - Expenditures for payroll, payroll taxes, and employee benefits.

Phase - A segment of a project, typically defined by a set of related activities or a given period of time.

Program - A definable function. Programs may be ongoing or time limited, within or across departments, and relate to single or multiple objectives. Also refers to a cluster of related departments, such as the Community Development program.

Project - Projects are distinct, with a definable result, process, and beginning and end. Projects are capital or operating.

Property Tax Levy – Based upon the assessed value of property and is used as the source of monies to pay general obligation debts and to support the general fund.

PSU - Portland State University. The University prepares populations estimates each July 1 for all Oregon Municipalities.

Reserved for Future Expenditures – An amount budgeted, but not appropriated, that is not anticipated to be spent in the fiscal year, but rather carried forward into future fiscal years.

Resolution – An action by the governing body which requires less formality and has a lower legal status than an ordinance.

Restricted Revenue - Revenue that may be expended only in accordance with limitations imposed by State statute, City Ordinances or Resolutions, or other legal restriction.

Revenue – The gross receipts and receivables that the City receives such as: tax payments, licenses, fines and forfeitures, grants and interest income.

Revenue Bonds – Bonds issued pledging future revenues. Usually water, sewer, or storm drainage charges, to make debt service payments.

System Development Charges (SDC) - Fees charged upon issuance of building permits to offset the cost of infrastructure improvements that are or will be required to provide capacity to serve the development. SDC's are charged for parks, water, sanitary, storm, and streets.
Sources - Financial resources that are or will be available for expenditure during the fiscal year.

SPOA - Sherwood Police Officers' Association union.

Supplemental Budget – Appropriations established to meet the needs not anticipated at the time the budget was adopted.

Transfers - Amounts moved from one fund to finance activities in another fund, with no requirement of repayment.

TRNWR - Tualatin River National Wildlife Refuge. The Refuge lies in and outside the northwest edge of Sherwood.

TSP - Transportation System Plan. A long-range plan for transportation needs and facilities.

TVWD - Tualatin Valley Water District, a regional water supplier. TVWD contracted to operate Sherwood's water utility in October 2000. The contract is for 5 years, with renewal options.

UGB - Urban Growth Boundary. A statewide land use designation that limits the geographic spread of certain types of development.

Unappropriated Ending Fund Balance – An amount set aside in the budget to be used as a cash carryover to the next year's budget; providing the local government with operating cash until tax money is received in November.

Unrestricted Revenue - Revenue that may be used for any legitimate City purpose. Please refer to "restricted revenue".

URA - The City of Sherwood Urban Renewal Agency. The Agency is a municipal corporation distinct from the City. The Sherwood City Council serves as the Board of Directors for the URA, and its' budget may be obtained from the City of Sherwood.

URD - The urban renewal district, the geographic area encompassed by the City of Sherwood Urban Renewal Agency.

User Charges - A fee charged for services to a person who directly benefits from the service.

Uses - The ways in which financial resources will be used during the fiscal year.

WCCLS - Washington County Cooperative Library Services. This regional entity receives property taxes from each city in the consortium. The money is used to fund county-wide services such as the circulation software and interlibrary loan. A portion is returned to each city based on a formula that includes circulation, open hours, and other service-related measure.

City of Sherwood, Oregon Urban Renewal District

22560 SW Pine Street
Sherwood, OR 97140

Approved Budget

2014-2015

Budget Committee

Board of Directors

Board Chair	Bill Middleton
Board President	Linda Henderson
Board Member	Bill Butterfield
Board Member	Krisanna Clark
Board Member	Robyn Folsom
Board Member	Dave Grant
Board Member	Matt Langer

Citizens

Chair	Timothy Carkin
Vice Chair	Lynette Waller
Citizen Member	Andy McConnell
Citizen Member	Steve Munsterman
Citizen Member	Kimberly Rocha-Pearson
Citizen Member	Neil Shannon
Citizen Member	Brian Stecher

District Administrator	Joe Gall
Finance Director/Budget Officer	Julie Blums

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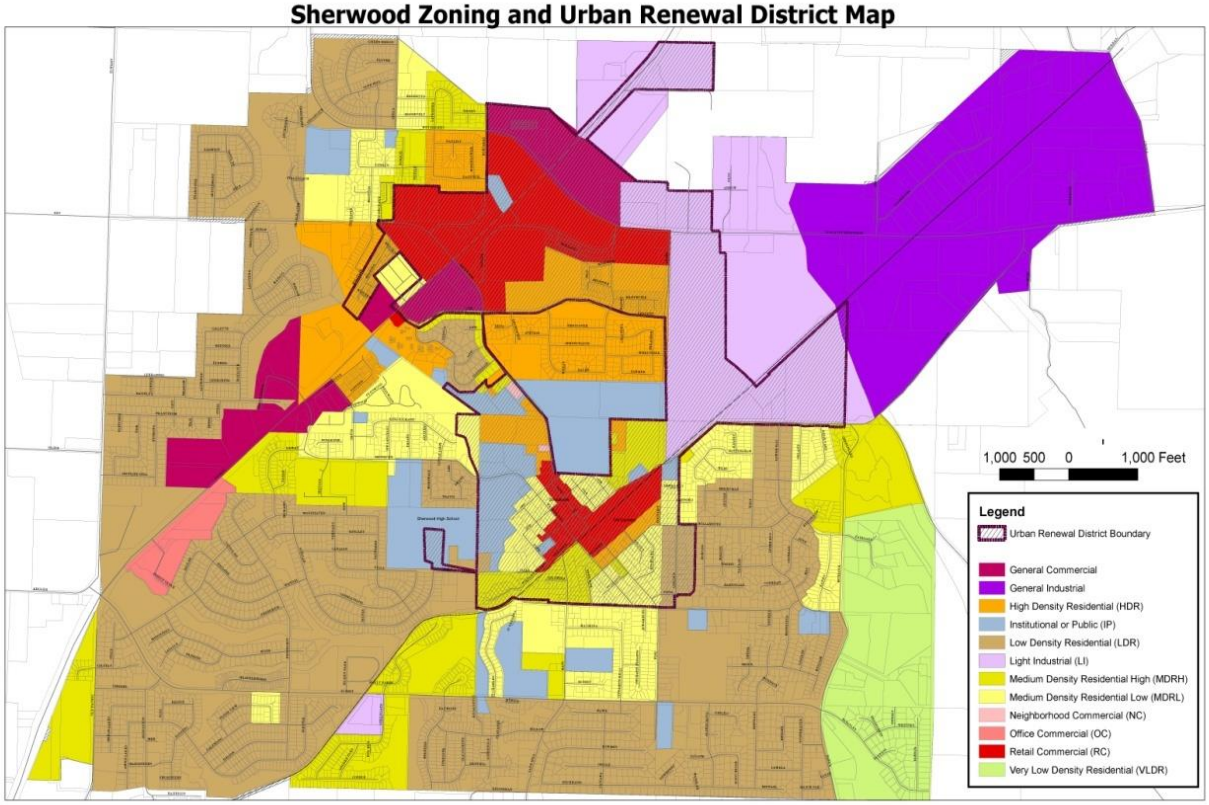
Sherwood Zoning and Urban Renewal District Map



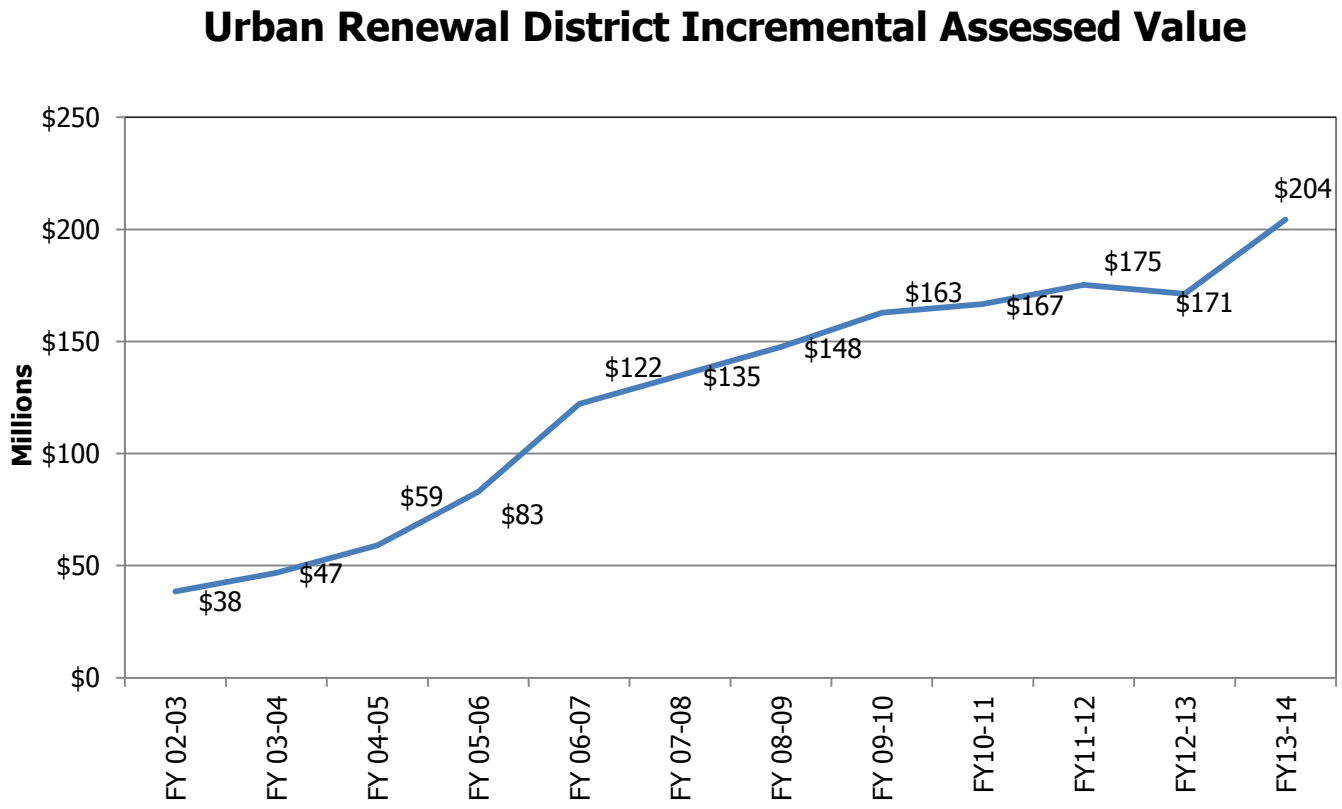
About the District

The City of Sherwood Urban Renewal Agency (URA) is a separate entity from the City. The Sherwood City Council serves as the Board of Directors for the URA and is financially accountable for its operations. In accordance with Oregon budget law, the URA prepares its own budget, and the Board of Directors approves its annual appropriations.

Urban renewal agencies are designed to borrow money and make expenditure for economic and community development projects included in the Urban Renewal Plan. When the Sherwood Urban Renewal Plan was adopted in 2000, property values were frozen. The taxes collected on that frozen value continues to flow to the taxing authorities (City, County, Schools, TVF&R, etc.). The taxes collected on increased property values that occur with NEW development generate incremental tax revenue. This tax increment is then used to repay the URA debt and implement the URA plan.

In 2012 the URA plan was amended. The Maximum Indebtedness was increased and starting in 2014 a portion of the NEW tax revenue will be shared with the other taxing authorities. The net effect of the additional shared revenue will be to keep the district open for one additional year. The District is expected to close in 2021.

Urban Renewal Tax Collections are not an additional tax. Urban Renewal Tax Collections are used to initiate development that would not be financially feasible without infrastructure improvements made possible by urban renewal financing.



Budget Message

It is my privilege to provide you, the citizens of the City of Sherwood, with my proposed Urban Renewal Agency budget for Fiscal Year 14-15.

The Agency budget consists of two funds: a General Operating Fund and a Capital Projects Fund. The Operating Fund is used to account for Agency administration costs and economic development activities within the Urban Renewal Area. The Capital Projects Fund is used to account for construction projects and property purchases. All of the projects funded through the URA Capital Projects Fund are transferred to City ownership on completion.

The Agency operates under guidance from the Sherwood Urban Renewal Plan Advisory Committee (SURPAC), and is governed by the Agency Board of Directors.

FY14-15 Proposed Budget

The FY14-15 Operations Fund budget is largely a status quo budget but there are some additional expenses as we maintain and prepare to divest of assets in future years. Economic development activities which support for Old Town Sherwood and City involvement in regional economic development partnerships are budgeted to continue. Debt service payments account for the majority of the expenditures in this fund.

The FY14-15 Capital Projects Fund budget primarily includes appropriations to finish construction of the Sherwood Community Center. Funding for this project will come from tax increment revenue and loans.

This promises to be an exciting year for the Agency. Projects that have lived in the imaginations of elected officials, Old Town merchants, and Sherwood citizens for years will be completed and the agency will begin to wind down construction projects. I am looking forward to an active year of Agency progress and community achievement.

Urban Renewal Operations

2014-2015 Goals, Strategies, Values and Activities

Goal: ***The City of Sherwood will promote responsible Economic Development which benefits the community***

Strategies:

Support existing businesses and recruit additional businesses that provide local family wage jobs.

Activities

- Coordinate Community Center construction
- Divest of some assets owned by the Urban Renewal Agency
- Promote Sherwood through Economic Development Organizations
- Promote Greater Portland Inc. efforts to promote economic development in the Portland region.
- Review existing Economic Development Strategy with SURPAC and generate activity plan
- Develop communication tools with local businesses

Performance Measures

- Complete Community Center construction
- Place important Industrial properties on Greater Portland Inc. website for regional exposure
- Work with existing and new businesses to develop business opportunities in Old Town

Urban Renewal Operations Budget

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Proposed	2014-15 Approved	2014-15 Adopted
SOURCES							
Beginning fund balance	$ 2,056,165	$ 1,857,026	$ 3,728,269	$ 3,778,239	$ 3,542,474	$ 3,542,474	
Revenue							
Taxes	3,225,997	3,143,480	3,354,100	3,661,700	3,585,535	3,585,535	
Charges for services	-	30	-	-	-	-	
Fines, interest and other	17,857	17,417	12,000	22,000	18,000	18,000	
Total revenue	3,243,854	3,160,926	3,366,100	3,683,700	3,603,535	3,603,535	
Other sources							
Sale of fixed assets	-	533,489	160,000	160,000	-	-	
Issuance of long-term debt	-	5,619,298	-	-	-	-	
Total other sources	-	6,152,788	160,000	160,000	-	-	
Total sources	**5,300,019**	**11,170,740**	**7,254,369**	**7,621,939**	**7,146,009**	**7,146,009**	
USES							
Expenditures							
Personal services							
Salaries and wages	89,061	43,698	54,337	35,522	24,115	24,115	
Payroll taxes	7,777	3,621	4,728	2,809	2,175	2,175	
Benefits	21,256	15,798	20,415	10,840	8,067	8,067	
Total personal services	118,094	63,117	79,480	49,171	34,357	34,357	
Materials and services							
Professional & technical	58,161	63,778	63,200	30,000	15,000	15,000	
Facility and equipment	10,053	4,941	14,800	10,000	2,000	2,000	
Other purchased services	9,281	6,797	27,795	25,586	8,602	8,602	
Supplies	-	782	1,000	200	400	400	
Community activities	2,249	12,953	30,000	30,000	30,000	30,000	
Minor equipment	-	1,570	-	-	-	-	
Other materials & services	55,684	27,785	45,829	24,599	17,500	17,500	
Total materials & services	135,428	118,606	182,624	120,385	73,502	73,502	
Capital outlay							
Total capital outlay	-	-	-	-	-	-	
Debt service							
Principal	2,258,271	6,147,912	931,517	931,517	968,378	968,378	
Interest	674,522	916,533	652,818	652,818	616,862	616,862	
Issuance costs	-	106,273	-	-	-	-	
Total debt service	2,932,794	7,170,718	1,584,335	1,584,335	1,585,240	1,585,240	
Total expenditures	3,186,315	7,352,441	1,846,439	1,753,891	1,693,099	1,693,099	
Other uses							
Transfers out	256,678	40,059	3,371,126	2,325,574	4,000,000	4,000,000	
Ending Fund Balance	1,857,026	3,778,239	-	-	-	-	
Contingency	-	-	2,036,804	3,542,474	180,177	180,177	
Reserved for Future Years	-	-	-	-	1,272,734	1,272,734	
Total uses	**5,300,019**	**11,170,740**	**7,254,369**	**7,621,939**	**7,146,009**	**7,146,009**	
FTE	0.8	0.5	0.5	0.3	0.2	0.2	

Urban Renewal Capital Projects

Community Center Construction: An element of the Cannery Square project is the redevelopment of the former Machine Works building site. It will be redeveloped into retail and community center space. Construction will start in FY14 and continue in FY15. The project is expected to be completed in late 2014.

Maintenance of the building and grounds will be performed by the Public Works department. Operation plans for this building are still being determined but expenses are expected to be greater than revenue. Unless grant funding sources are secured there will be expenditures in excess of revenue in the general fund for the operation of the building.

Urban Renewal Capital Budget

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Proposed	2014-15 Approved	2014-15 Adopted
SOURCES							
Beginning fund balance	$1,662,230	$3,078,268	$ 1,209,953	$ 508,904	$ 18,823	$ 18,823	
Revenue							
Charges for services	-	30	-	-	-	-	
Fines, interest and other	13,659	15,886	-	4,683	-	-	
Total revenue	13,659	15,916	-	4,683	-	-	
Other sources							
Transfers in	-	40,059	3,588,126	2,466,198	4,000,000	4,000,000	
Issuance of long-term debt	4,085,972	-	2,601,112	-	-	-	
Total other sources	4,085,972	40,059	6,189,238	2,466,198	4,000,000	4,000,000	
Total sources	**5,761,861**	**3,134,243**	**7,399,191**	**2,979,785**	**4,018,823**	**4,018,823**	
USES							
Expenditures							
Personal services							
Salaries and wages	32,101	72,330	112,304	62,351	85,574	85,574	
Payroll taxes	2,688	5,948	10,213	5,894	8,385	8,385	
Benefits	9,421	28,057	44,701	21,573	31,121	31,121	
Total personal services	44,210	106,335	167,218	89,818	125,080	125,080	
Materials and services							
Professional & technical	17,225	6,528	5,000	5,000	-	-	
Other purchased services	1,537	1,578	974	343	360	360	
Supplies	-	304	-	-	-	-	
Community activities	406	-	-	-	-	-	
Other materials & services	24,882	95,037	99,822	66,902	89,401	89,401	
Total materials & services	44,051	103,447	105,796	72,245	89,761	89,761	
Capital outlay							
Land	-	231,601	-	-	-	-	
Infrastructure	2,588,236	1,980,100	550,000	791,198	-	-	
Buildings	7,097	120,128	5,149,224	2,007,701	3,786,262	3,786,262	
Total capital outlay	2,595,333	2,331,829	5,699,224	2,798,899	3,786,262	3,786,262	
Debt service							
Total debt service	-	-	-	-	-	-	
Total expenditures	2,683,593	2,541,611	5,972,238	2,960,962	4,001,103	4,001,103	
Other uses							
Transfers out	-	83,728	-	-	-	-	
Ending Fund Balance	3,078,268	508,904	-	-	-		
Reserved for Future Years	-	-	1,426,953	18,823	17,720	17,720	
Total uses	**5,761,861**	**3,134,243**	**7,399,191**	**2,979,785**	**4,018,823**	**4,018,823**	
FTE	0.4	0.9	0.9	0.7	0.9	0.9	

Debt Service Expenditures to Maturity

City Loans for Sherwood Urban Renewal Agency Projects

	2006 Downtown Streets	2010 Streets & Cannery	2010 Cannery	2012 City Hall/Street Refinancing	Total Debt on behalf of URA
Original Amount	$ 6,400,000	$ 7,065,000	$ 8,500,000	$ 5,245,000	$ 27,210,000
Balance at 6/30/14	4,748,824	6,115,000	5,898,888	4,450,000	21,212,712
Paying Fund Year Ending June 30					
2015	482,619	553,865	650,000	548,756	2,235,240
2016	483,219	555,605	650,000	550,781	2,239,605
2017	483,419	551,580	650,000	552,356	2,237,355
2018	483,220	552,045	650,000	553,481	2,238,746
2019	482,619	551,745	650,000	554,156	2,238,520
2020	481,619	555,680	650,000	549,456	2,236,755
2021	484,863	553,595	650,000	554,306	2,242,764
2022	482,263	555,768	650,000	430,506	2,118,537
2023	484,088	553,563	650,000	388,806	2,076,457
2024	485,276	550,660	650,000	389,091	2,075,027
2025	480,656	552,060	650,000	-	1,682,716
2026	485,343	552,530	650,000	-	1,687,873
2027	484,156	552,070	650,000	-	1,686,226
2028	-	555,680	650,000	-	1,205,680
2029	-	553,128	650,000	-	1,203,128
2030	-	554,645	650,000	-	1,204,645
2031	-	-	650,000	-	650,000
2032	-	-	650,000	-	650,000
2033	-	-	650,000	-	650,000
2034	-	-	650,000	-	650,000
2035	-	-	-	-	-
	$ 6,283,360	$ 8,854,219	$ 13,000,000	$ 5,071,695	$ 28,137,579