



The 2012 Sherwood City Council  
Strategic Planning Process  
January 07, 2012 8:15 am to 3:30 pm  
Sherwood Police Department  
20495 SW Borchers Drive

## Agenda

**8:15 Continental Breakfast**

**8:30 Council Waldron Discussion**

**8:45 Introduction and preview of the day's agenda**

**Mayor Mays**

**Tom Pessemier**

### Department Issues

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**9:00 Public Works Department**

**Craig Sheldon**

**9:45 Break**

**10:00 Community Development Department**

**Julia Hajduk**

**10:45 URA & Economic Development Department**

**Tom Nelson**

**11:30 Lunch Break**

**12:00 Community Services Department**

**Kristen Switzer**

**1:00 Public Safety Department**

**Jeff Groth**

**2:00 Break**

**2:15 Administration Department**

**Tom Pessemier**

**Finance/Court, Human Resources, City Recorder,  
Information Technology**

### General Topics

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**3:00 Meeting Wrap-up and discuss meeting scheduled  
For January 20<sup>th</sup>.**

**Tom Pessemier**

**3:30 Adjournment**

**Tom Pessemier**

# Public Works Department

## Essential Services

- Water Management
- Utility Billing
- Sanitary Sewer Maintenance
- Storm Maintenance
- Street Maintenance
- Parks Maintenance
- Sports Field Maintenance
- Facility Maintenance
- Fleet Maintenance
- GIS Maintenance
- Operational Capital
- Management of Service Contracts

## Other Services

- Festivals and Events
- Planning Commission meeting set up (bi-weekly)
- Council meeting set up (bi-weekly)
- Court set up (weekly)
- Kids Reading set up (3 times/week)
- Summer reading set up (weekly – June through August).
- Changing of reader board
- Management of Sherwood Office Complex
- Coordinate Solid Waste with Metro and Washington County
- Maintaining public side of GIS
- Park reservations
- Temporary Restrooms (porta-potties) at Woodhaven and Pioneer Park

## Additional 2012 Services

- Using deicer along with use of sanding rock
- Testing of 2 inch and larger meter per Willamette River Water Right
- Maintenance of Cannery Plaza
- Maintenance of Community Center

## Goals for 2012:

- Complete seismic upgrade of 2.0 mg reservoir
- Complete construction IGA for Segment 3 of transmission pipeline project
- Begin design of upsizing water line in Gleneagle subdivision
- Continue to upgrade existing un-sumped to sumped catch basins

- Implement new CCTV software to meet CWS standards
- Replace 200 feet of 8 inch sanitary sewer line on Willamette Street
- Keep workload in line with budget
- Meet CWS performance standards
- Work with CWS on performing street sweeping
- Slurry Seal Program
- Replacing turf soccer field at Snyder Park
- Continue partnering with outside agencies (county, state, regional)
- Continue to upgrade irrigation system to conserve water
- Continue with Pavement Management program
- Get 10% or more of utility customers to go paperless billing.
- Train and retain employees
- Provide city-wide GIS
- Make determination regarding AMR for meters
- Move towards implementation of inventory management
- New GIS application for use by the public
- Maintain Cannery Project (fountain, rain gardens, infrastructure, and plaza)

### **Goals for next 5 years**

- Complete construction of Segment 3 transmission pipeline
- AMR for meters
- Purchase property for 535 reservoir zone
- Asset refurbishment (Parks, Trails, Facilities, Water, Sewer, Storm, Streets)
- Coring of City ponds
- Ongoing Pavement Management progra.
- Water System Master Plan Update
- Take over maintenance of Langer Farms Parkway (2 years)
- Take over Adams Street North (if completed during this time)
- Purchase new site for public works if Cannery development takes off
- Continue to pursue partners for long term water supply
- Train and retain employees
- Maintain any new infrastructure

### **Questions for Councilors**

1. In addition to using sanding rock, should the City look at using deicer (Mag Chloride) for pre-treatment for winter weather maintenance?
2. Should the City implement a street tree trimming program?
3. Should the City work towards purchasing “green” equipment and vehicles?
4. Should the City move towards automated meter reading?
5. Does council see a need to change our current approach to open space maintenance (complaint driven and working with R2R)?

# Community Development Division

## Essential Services

- Planning, Building and Engineering plan review, permits and inspections
- Addressing
- Customer Service (via phone, e-mail and counter)
- Monitor state codes and laws and ensure our standards are consistent
- Private Development Assistance
- Pre-application conferences
- Coordination with other agencies
- Public information and record requests
- Capital improvement projects

## Other Services

- Code Clean-Up
- Website Management
- Mapping

## Additional 2012 Services

- Expand Building Department to meet needs as growth occurs

## Goals for 2012:

Numerous pre-applications promise to make this a much more active year than the past three years. Capital improvement projects (CIP's) will continue to be constructed, following the CIP Master Plan schedule.

- Community Development will strive to continue to provide excellent customer service as the development activity picks-up
- Keep workload in line with revenue streams
- Leverage grant funding for projects whenever possible:
  - Cedar Creek Trail Project
  - Road improvement projects
  - Storm water improvements
  - Safe routes to school, etc
- Provide opportunities for future development by lowering barriers to existing challenged properties
- Pursue Annexations and Urban Growth Boundary expansions as appropriate
- Complete Code Clean Up project
- Continue staff trainings and strategic hiring when possible to promote more in-house project development rather than use of consultants
- Evaluate the feasibility of transferring County roads within City limits to City jurisdiction.
- Begin work on the Town Center Plan

- Complete projects identified for 2012 in the approved urban renewal plan and capital improvement plan
- Develop Tonquin Employment Area implementation strategy
- Continue presence at County and Regional meetings to ensure that Sherwood issues are adequately addressed and funded

## **Goals for next 5 years**

- Establish a managed growth plan to ensure growth occurs at a rate the City and community investments can support and that achieves a balance of jobs and housing as areas are brought into the city limits and developed
- Obtain funding for and complete updates to:
  - Transportation System Plan (TSP)
  - Storm, sanitary sewer and water master plans
  - Comprehensive plan, especially housing inventory
- Increase community outreach and engagement
- Promote strategies, where possible, to upgrade site development storm systems plans to green technologies
- UGB expansion for area west of Sherwood
- Brookman annexed (whole or part) with development beginning
- TEA annexed (whole or part) with development beginning
- Coordinate with Oregon DOT and Washington County DLUT to fund, design and construct major road improvements:
  - Elwert-Kruger-Hwy99W intersection improvements
  - Tualatin-Sherwood Road improvements
  - Tonquin/Oregon street intersection improvements
  - Edy Road improvements
- Monitor market and development trends to ensure adequate staffing levels and capabilities to meet projected needs
- Maintain staff services equivalent to needs of City and hire new employees as needed to respond to increased development and growth
- Explore e-permitting options and opportunities

## **Questions for Councilors**

1. What elements or components should be considered in a managed growth plan? (Balance, land for development, growth rate, facility impacts, etc.)
2. Do you support taking more time on certain projects to reach higher levels of public input and engagement?
3. What do you see as barriers to development? Should the Division be exploring options for removal of these barriers?
4. Is Community Development effectively communicating future public infrastructure improvement goals, particularly with respect to future growth and development within the City?

5. Do you feel we are meeting the Community Development Division mission to provide quality current and long range planning, building and engineering services to support the infrastructure, livability, well being and economic development of the community?

# **Urban Renewal Agency/Economic Development Department**

## **Essential Services**

### **Urban Renewal Projects:**

- Sherwood Community Center
- Downtown Streets
- Senior Affordable Housing
- Façade Grants
- Other URA paving projects
- URA Professional & Technical Services (MI increase, Annual report, etc.)

### **Economic Development Services:**

- Retention and Expansion Activities
- Recruitment Activities

### **Other Services:**

- Assistance to other City Departments
- Assistance to businesses

### **Additional 2012 Services:**

- Implementation of URA maximum indebtedness
- Increased Projects

### **Goals for 2012:**

- Complete development of Sherwood Community Center
- Complete Downtown Streets Phase II
- Begin Senior Affordable Housing Project
- Recruit tenants for Old Town space vacancies
- Pursue annexation of Tonquin Industrial Area
- Partner with Metro and GPI to complete study of Orr property in Tonquin Industrial Area
- Conduct two business visits per week
- Continue coordination with BOOTS/Oregon Main Street program

## **Goals for next 5 years:**

- Complete all URA projects
- Complete annexation of Tonquin Industrial Area
- Complete infrastructure build-out of Tonquin Industrial Area
- Recruit major industry
- Fully activate the Sherwood Community Center
- Retain 95% occupancy in Old Town spaces
- Move Sherwood to a Performing Main Street Program

## **Questions for URA Board/Councilors:**

1. Should the URA pursue inclusion of the Tonquin Industrial Area into URA boundaries?
2. Should the URA seek boundary changes in the next 5 years that would bring some underserved property into the boundary while releasing developed property?
3. Should the City/URA continue to support BOOTS efforts in the implementation of the Oregon Main Street program?
4. Should the Economic Development manager continue to focus on retention, expansion and recruitment of business?
5. Is the Economic Development Department meeting the expectations of the Council/URA Board?

# Community Services Division

## Essential Services

- Library Management & Services
- Volunteer Services Management
- Field House Management
- Recreation Coordination (management and scheduling with leagues for use of gyms and fields)
- Manage Senior Center operations (oversee contract and coordinate with Loaves & Fishes)
- Manage Special Event Permit process
- Liaison to Parks and Recreation Board, Library Board and Cultural Arts Commission
- Serve as PIO (Public Information Officer) as needed

## Other Services

- Special Events such as Music on the Green, Community Services Fair, Missoula Children's Theater and Movies in the Park
- Coordinate community outreach/ publicity- monument requests, reader board requests, community room reservations
- Coordinate with non-profit organizations- Saturday Market, Robin Hood Festival organization, Historical Society, Art organizations
- Coordinate Adopt A Road program
- Grant writing for Community Services and Library
- Library programs (classes, story times, author talks, workshops, presentations, etc.)
- Summer reading program
- Preschool drop-in play at the Field House

## Additional 2012 Services

- Grand opening celebration/event for Community Center
- Cannery Square Plaza events and activities

## Goals for 2012:

- Explore concepts for sustainable long-term funding for all Community Service functions- Library, Events, Field House, Community Center, etc.
- Identify funding for Park improvement needs
- Develop a staffing/operational plan for the Community Center
- Recruit hire and train appropriate support staff for Community Center
- Open Community Center doors by October 2012

- Identify opportunities to more effectively use the website and social networking tools for advertising
- Community Center Development and Support
- Identify funding to complete final design for Woodhaven Park.
- Identify a location for a dog park
- Secure presenting sponsor for Music on the Green.
- Maintain revenue at the Field House
- Continue to manage the growth of the youth leagues with limited gym and field space.
- Complete RFID (Radio Frequency Identification) Project
- Improving customer service, productivity and security through the addition of RFID tags and equipment

### **5 Year Goals:**

- Develop long term funding structure for all Community Service functions- Library, Events, Field House, Community Center, etc
- Develop a staffing/operational plan for the Community Center that has 100% cost recovery
- Determine the future of the Field House.
- Consider offering more than just soccer and field activities at the Field House (other fitness activities)
- Consider other revenue sources for the Field House, (i.e. before/after school programs)
- Explore new models of service for the Library
- Develop a Strategic Plan, Staff Development Plan and Collection Management Plan for the Library
- Consider supporting the concept of a county-wide library district as a solution to sustainable long-term funding for the Library

### **Questions for Councilors**

1. Should we expand the volunteer program?
2. What do you see as the future of the Field House (especially if Public Works moves)?
3. Is Community Services meeting the expectations of City Council?
4. Is the Council willing to assess the necessary fees to operate and staff the Community Center adequately?

# **Public Safety Division**

## **Essential Services**

- Public Safety Executive Leadership
- Police Patrol & Call Response
- Criminal Investigations
- Emergency Management
- Code Enforcement
- Photo Red Light-Project Management

## **Other Services**

- Community Group Support
- Community Event Support
- Inter-Governmental Communication
- Public Safety Chaplaincy

## **Additional 2012 Services**

- Narcotics K-9
- Accreditation Management

## **Goals for 2012:**

- Obtain initial Accreditation and plan for ongoing sustainability.
- Develop Public Safety staffing model for the Community.
- Address “capacity” levels and workload issues within Leadership Team.
- Develop response plan to deal with youth alcohol & substance abuse.
- Complete & formalize our response protocol to deal with violence against women.
- Further develop and improve internal training program.
- Solidify internal City staff training & preparedness (EM)

## **Goals for next 5 years**

- Identify a Public Safety staffing sustainability plan for the future. (Includes both PD & EM)

## **Questions for Councilors**

1. Do you think the overall police response/presence is adequate for our community? Do you think it should be increased, decreased or remain about the same?
2. Do you think the number of police officers on the road/in the community at any one time should increase, decrease or remain about the same?
3. What do you feel our police response times should be to priority 1, 2, 3 calls?
4. How do you think we should address the following community issues?
  - a. Traffic
  - b. General narcotics
  - c. Youth alcohol & substance abuse
5. What level of school based police presence do you feel we should have?

# **Administration/City Recorder/Finance/HR/IT/Finance**

## **Essential Services**

- Provide City Council administrative support and meeting coordination, Compile City Council meeting materials, prepare legislation (100-115 Resolutions and Ordinances annually), Transcribe City Council meeting minutes (24-30 annual meetings)
- Support staff with preparation of documents coming before the Council
- Oversee Management of City Records, Manage and respond to Request for Records
- Serve as City Elections Official
- Manage Municipal Code
- Coordinate City Council Community Outreach and Events
- Financial (accounting, budget, debt, and treasury)
- Municipal Court administration
- General Services (reception, business licensing, and alarm permits)
- Administration and Maintenance of City Systems (150+ desktops, 55+ servers)
- Management of the Sherwood Broadband Utility (60+ sites served)
- Administration of City Wide Network and Computer Security
- Technical Support to City Staff (1,500+ support requests year)
- Contracts Management (50+)
- Business Process Evaluation (Technical Assessment)
- The City of Sherwood Human Resource Department will recruit, retain, train and support the highest quality work force. Manage all lines of insurance and claims for the City, risk management, union contracts, and employee relations in a fiscally responsible manner.

## **Other Services**

- Prepare budget and annual audit documents to qualify for Government Finance Officers Association recognition
- Management of the Cable Access Channels
- Continue to work on process refinements in all functions of Human Resources and Risk Management
- Participate in meetings and training to keep up to date on Health Care Reform and how it affects our City

## **Additional 2012 Services**

- Centralized contract and grant monitoring function
- Management and Support of the Co-Location facility inside the Community Center

## **Goals for 2012:**

- Work to establish a primary City Records Management Software System
- Work to bring uniformity to Records Management Citywide
- Strengthen City Recorder office by establishing the Recorder backup and records management functions
- Propose a balanced General Fund budget without relying in reserve drawdowns
- Earn the Government Finance Officers Association awards for budget document and financial statements
- Implement centralized contract and grant tracking system to improve financial management processes
- Purchase and implement new financial software if analysis shows that is the best option
- Pursue recommendations from the Network and Active Directory Master Plan's
- Balance work efforts between maintenance and improvement projects
- Continue infrastructure consolidation efforts
- Provide excellent customer's service to our users, customers, and residents
- Evaluate new revenue opportunities within Sherwood Broadband

## **Goals for next 5 years**

- Continue improving Records Management and work towards Citywide uniformity
- Work towards establishing uniformity with all City Boards & Commissions (meeting format and records)
- Keep pace with demand for services using automated systems
- Develop centralized contract, purchasing, and grant coordination function
- Establish formal strategic plan for the IT Department and develop policies and procedures that support this plan

## **Questions for Councilors**

1. What improvements in the Budget process would City Council like to see?
2. Is Finance meeting the expectations of City Council in other finance areas?
3. Should the City of Sherwood increase access to the free WiFi network? If so where should the capital costs come from, General Fund or Sherwood Broadband?
4. How would you like the City of Sherwood to change or improve their website?