

City of Sherwood  
2010-2011  
Adopted Budget





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Sherwood  
Oregon**

For the Fiscal Year Beginning

**July 1, 2009**

President

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, 2009.

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

## **Adopted Budget**

2010-2011



## **Budget Committee**

### **City Council**

Mayor  
Council President  
Council Member  
Council Member  
Council Member  
Council Member  
Council Member

Keith Mays  
Dave Heironimus  
Del Clark  
Robyn Folsom  
Dave Grant  
Linda Henderson  
Lee Weislogel

### **Citizens**

Chair  
Vice Chair  
Citizen Member  
Citizen Member  
Citizen Member  
Citizen Member  
Citizen Member

Kimberly Rocha-Pearson  
Ivonne Pflaum  
Irene Baker  
Timothy Carkin  
Perry Francis  
Steve Munsterman  
Lynette Waller

City Manager  
Finance Director  
Budget Officer

Jim Patterson  
Craig Gibbons  
Julie Blums

[www.ci.sherwood.or.us](http://www.ci.sherwood.or.us)



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### **About the City**

The City of Sherwood, incorporated in 1893, encompasses 4.1 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, including police protection, library, construction and maintenance of streets, parks, and utility infrastructure, recreational activities and cultural events, current and long-range planning and development review, and building permits and 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. As of July 2009 the City of Sherwood resumed operations of the City's water utility. Sherwood owns and operates the sanitary sewer and storm water collection facilities; 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, 2009 was 16,640, and is predicted to increase by 500 people per year for the next several years. The assessed value of real property exceeded one billion dollars in 2005-06.

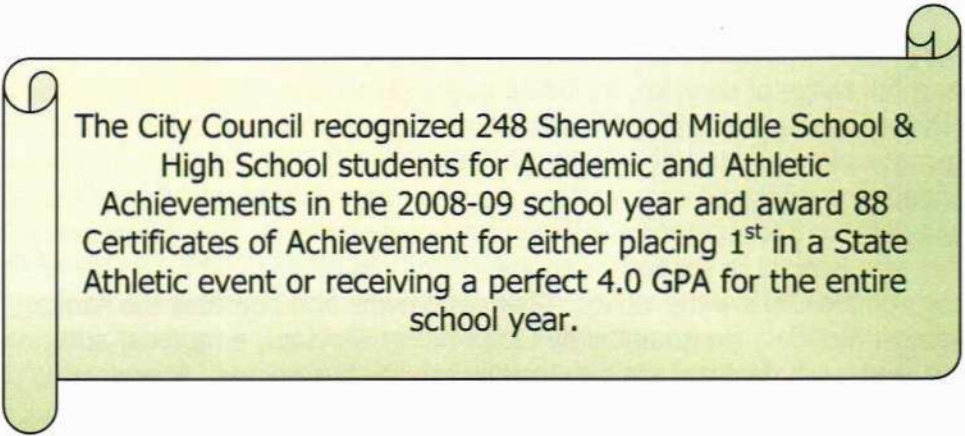


In December 2002, the Metropolitan Service District, the regional land use planning entity, added about 300 acres to the City's Urban Growth Boundary (UGB). Planning for future land uses, civic services, and infrastructure improvements has begun. Annexation requires voter approval. Sherwood is in the Portland, Oregon – Vancouver, Washington metropolitan area. The economy of the metro area is broad and well diversified. According to Oregon Employment Department data, Sherwood's top four industries by the number of employees are food and drink services, manufacturing, specialty trade contractors, and educational services.

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 located at the City website:  
[www.ci.sherwood.or.us](http://www.ci.sherwood.or.us)



The City Council recognized 248 Sherwood Middle School & High School students for Academic and Athletic Achievements in the 2008-09 school year and award 88 Certificates of Achievement for either placing 1<sup>st</sup> in a State Athletic event or receiving a perfect 4.0 GPA for the entire school year.



**Budget Message for FY 2010-11**

The 2010-11 Budget for the City of Sherwood meets all Oregon Revised Statutes, Oregon Administrative Rules and is developed in accordance with the best business practices recommended by GAAP (Generally Accepted Accounting Procedures), GASB (Government Accounting Standards Board), the GFOA (Government Finance Officers Association) and Oregon Department of Revenue.

This budget document outlines the resources needed during the 2010-11 fiscal year to continue with our authorized construction plans, operational commitments and future growth.

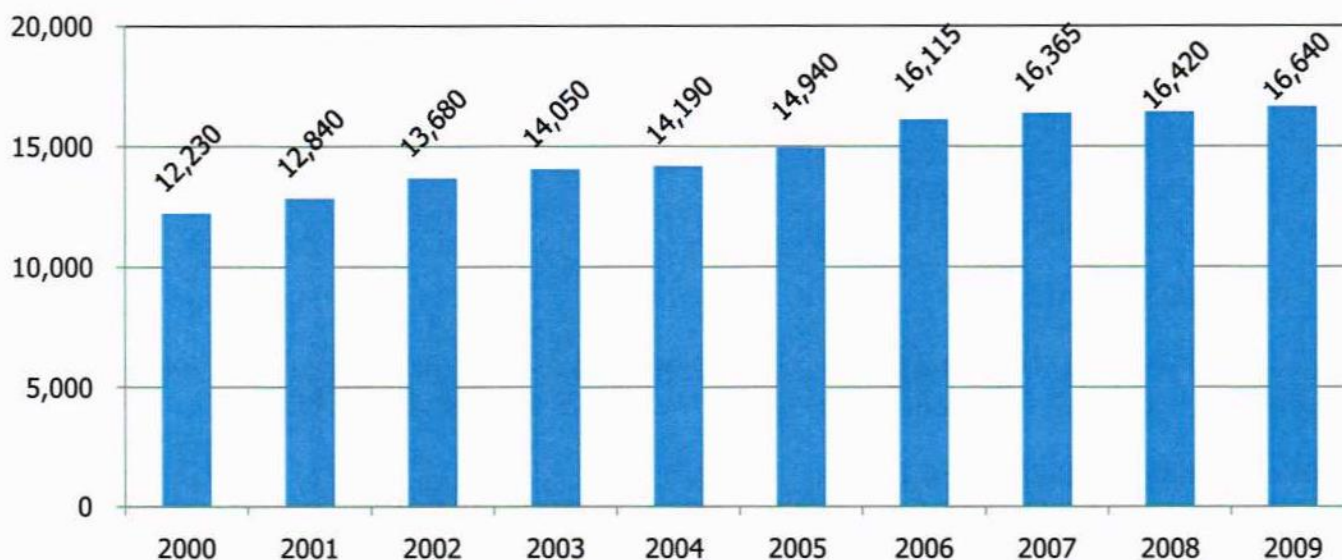
**Overview**

There are two main issues that are driving this budget, the state of the economy and population growth for the City.

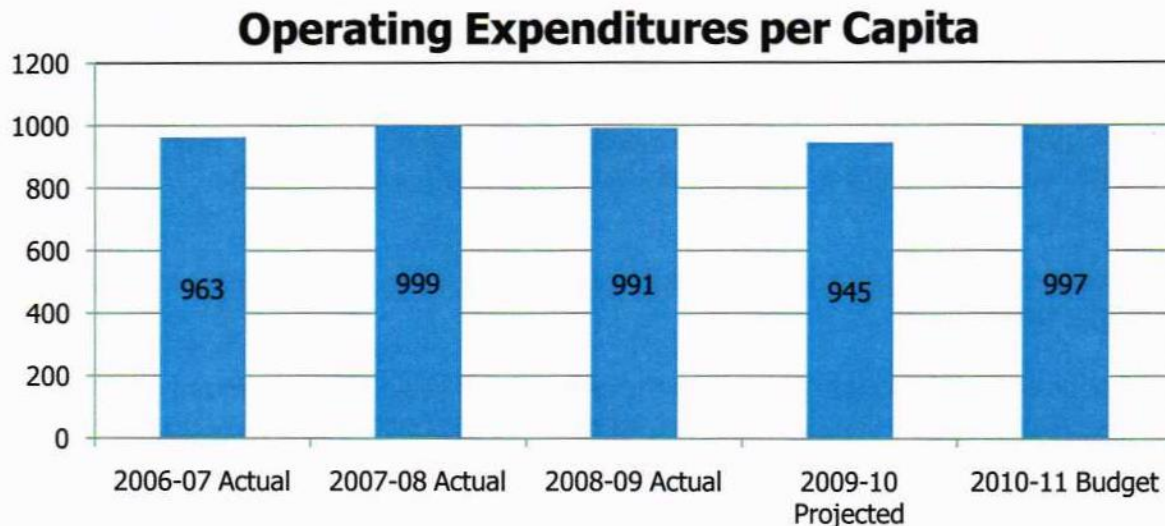
The city like the rest of the country is feeling the effects of the significant downturn in the economy. However, Sherwood is not seeing as drastic of issues that some cities around us are seeing. Construction is down, sales and market value of homes are down, but our collection of tax and state revenue are holding flat or with a slight increase.

Below is a graph showing Portland State University's track of population growth for our city. The methodology changed from 2003 to 2004. The increase in 2003-04 appears minimal when in fact the City has been growing by about 800 new residents annually until 2007. The city is experiencing a slowdown in growth as buildable land is diminishing. The city is working on plans to expand the Urban Growth boundary and to annex property that will allow for continued growth.

**City of Sherwood Population**



Cost per capita for our citizens has increased from the previous year.



Operational commitments will continue to increase as our City continues to provide infrastructure to meet continued growth. To respond to that growth, the proposed budget recommends adding 6.55 new FTE's (Please see our FTE Analysis on page 99).

Capital projects are budgeted at over \$18,000,000:

The budget includes resources to complete or substantially complete the following projects during 2010-11 (page 86-87 is a complete list of projects):

- Water Line to the Wilsonville water treatment plant
- Adams Street Construction
- Phase 2 of Downtown Street
- Phase 2 of Pine Street Construction
- Brookman Area Sewer Projects
- Restrooms at Stella Olsen Park

### **Evolving Budget Priority**

As with last year, our underlying financial goal for this budget year was to spend no more on the operating budget than was received in revenue. This budget responds to that goal.

### **Other Significant Budget Issues**

- This budget proposes a General Fund Contingency estimate of \$1 million dollars. A portion of the contingency has been generated by an early recognition in 2008 by City staff of a declining economy and a subsequent re-evaluation of approved expenditures and fiscally conservative expenditure projections.
- In the short term, residential growth will trend flat or slightly upward. Buildable land inventories are slowly being increased by the addition of area 59, the Tonquin Industrial properties (area 48) and the Brookman Road areas (54-55).



**Conclusions**

The Oregon economy is beginning a slow but uncertain recovery. That presents significant challenges to cities in our state who count on shared state revenues to help fund local government. According to the League of Oregon cities 81% of state income tax revenues come from city residents. The ability of local government to serve its citizens, ensure livability and promote economic development is critical to the state's recovery. Citizens in our state along with cities will need to continue to insist that legislators fix a state government revenue system that is harmful to cities and in the long run unsustainable.

Sherwood, like other cities in the State is restricted by Measure 5 and 50 in keeping up with inflation as assessed values of properties fail to meet the rising real market value. With a decline in state shared revenues (state levied taxes on liquor, tobacco and 911 services) cities in Oregon will again this year need to look at reducing expenses along with considering new revenue sources.

In 2009 Sherwood had a drop in revenue received from permit fees, residential and commercial building permits, building code inspection revenues and system development charge revenues. As a result of cautious and conservative budget planning last year, even with reductions in revenues, the City of Sherwood did not cut or reduce community event support or services in public safety, parks, library or necessary life safety infrastructure projects. City staff and our elected officials understand that failing infrastructure and service cutbacks affect not only the character of the city, but impact economic viability as well moving forward.

I mentioned last year that from a financial standpoint the 2009-10 budget could have been stronger and this year the same holds true. Operating revenue only covers operating expenses. City administration has taken an entirely different approach in decision making as it relates to investments and overall fiscal management leaving higher risk scenarios on the sideline. The City Manager and City staff including our Finance Director recommends a cautious and conservative approach to spending again in 2010-2011 along with additional enhancements to the budget document that provide even more transparency. City staff recommends any remaining balance carried forward be allocated as contingency and not spent in 2010-2011.

Unlike many cities in Oregon who have experienced revenue reductions that undermine the provisions of offering basic services during an economic crisis, Sherwood has been fortunate. In the planning process for bringing this budget forward, senior management was reminded over and over again that we would not be growing local government unnecessarily, that we would continue planning responsibly for better days ahead, we would not be cutting services or support to our community and that the proposed budget would keep the City of Sherwood competitive in the market place.

This budget supports that objective. The City maintains in this year's budget a strong commitment to essential staffing levels in all city departments. Although, growth as a percentage remained unchanged in 2009 moderate growth in 2010-2011 is anticipated. At this time, all of the City's operational facilities are less than 6 years old, Master Plans for future growth are near completion, System development charges provide the money for growth to pay for itself, and a long term water supply for the City will be a reality with the completion of the reservoir project and transmission line from Wilsonville to Sherwood. The City staff is capable, competent and well organized and our technology and processes to keep staff growth at a minimum are in place. We continue to address an imbalance of residential growth to sustainable business growth through our plans for economic development. The City will look to steps in offering incentives to new businesses by utilizing our existing fiber optics network (Sherwood Broadband) that will encourage companies looking to relocate or expand to consider Sherwood for its access to the information super highway.



I remain very optimistic for Sherwood even in challenging economic times. In 2007 Money Magazine selected Sherwood as the 18th Best Place to Live in America for cities under 50,000. Last year Family Circle Magazine named Sherwood as a Top Ten place to live and raise a family. Sherwood offers a combination of increasing economic opportunity, great schools, safe streets, things to do and a real sense of community. Sherwood is a vibrant community, becoming more diverse each year and with continued financial planning aimed at meeting the needs of an increasing desirable and growing community, it will remain a great place to live and raise a family.

Respectfully submitted,

Jim Patterson, 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."

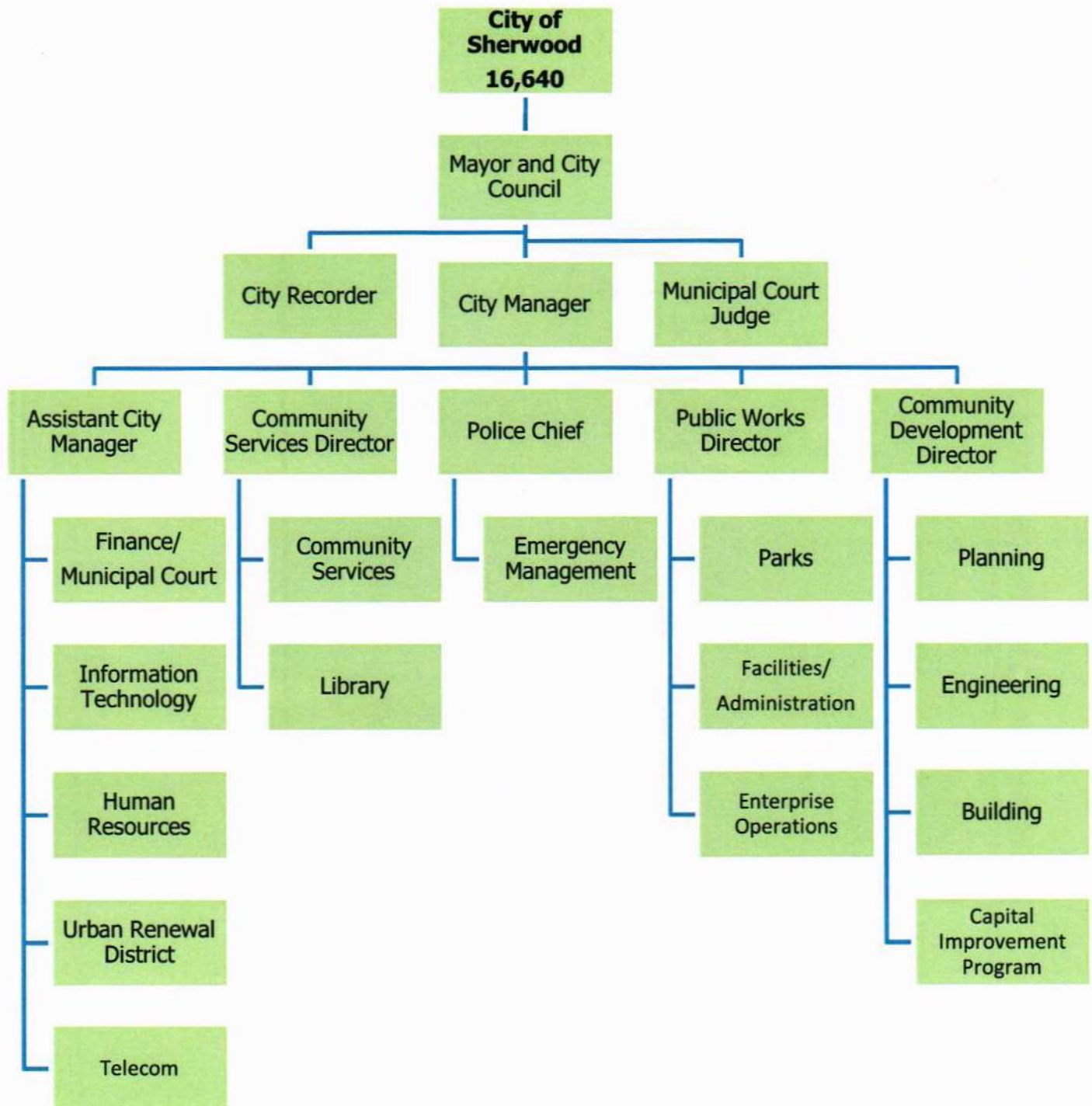
### **Resident Well Being**

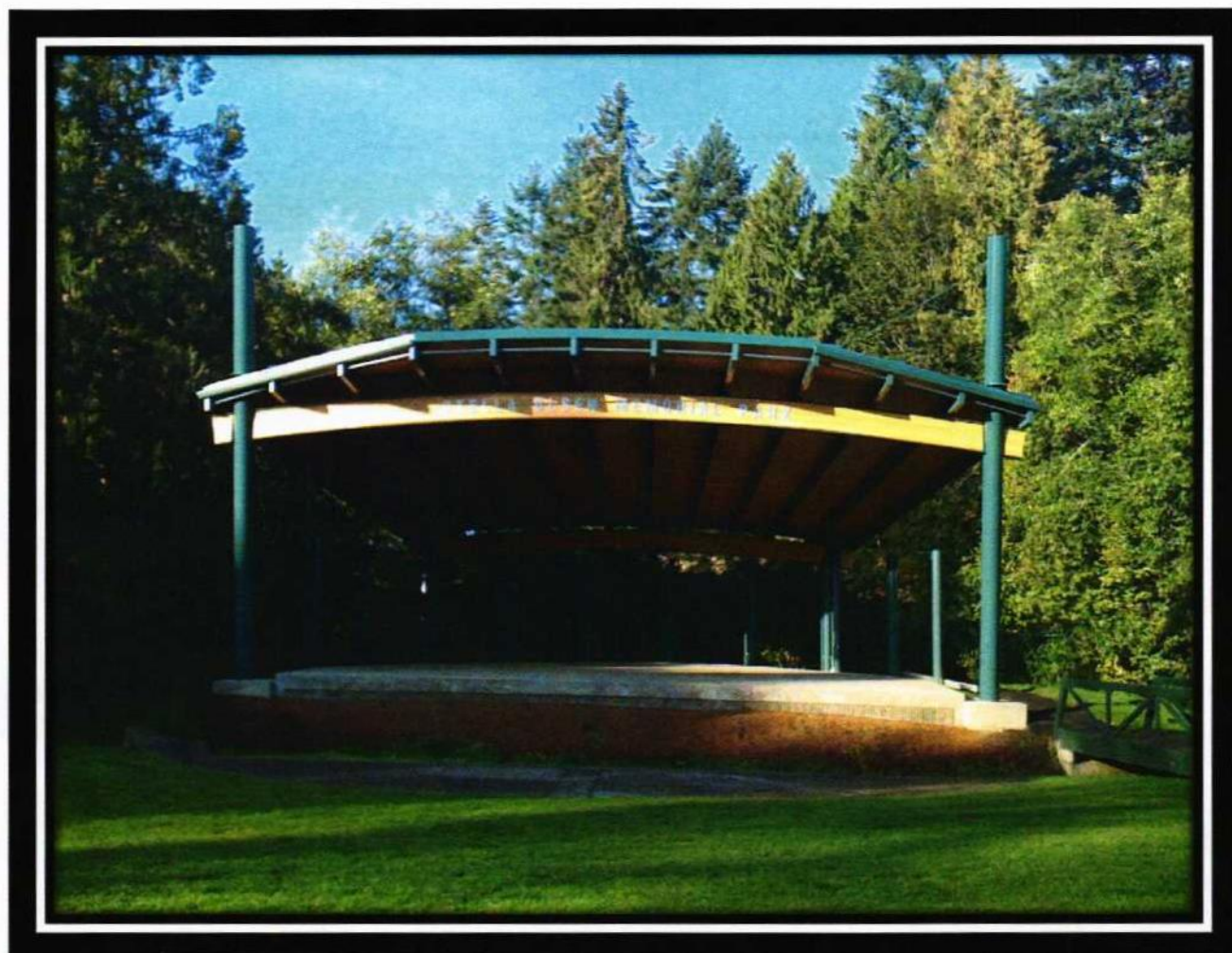
"The City of Sherwood will facilitate the provision of services to encourage a balanced quality of life for its citizens."

### **Economic Development**

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



City of Sherwood Organizational Chart





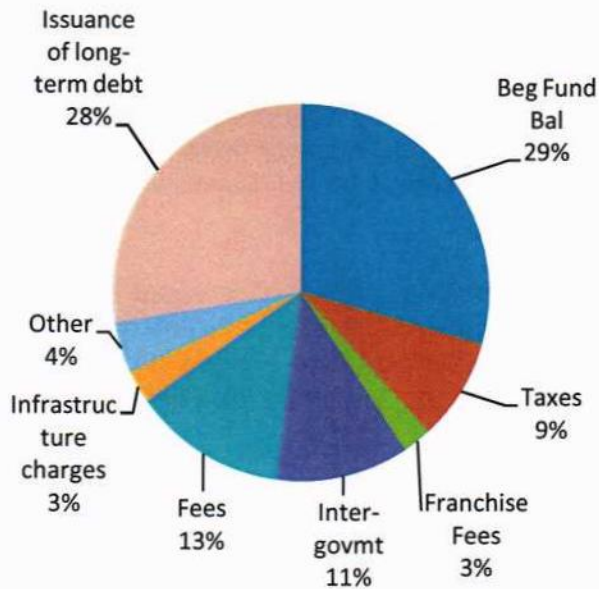
**Budget in Total**

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

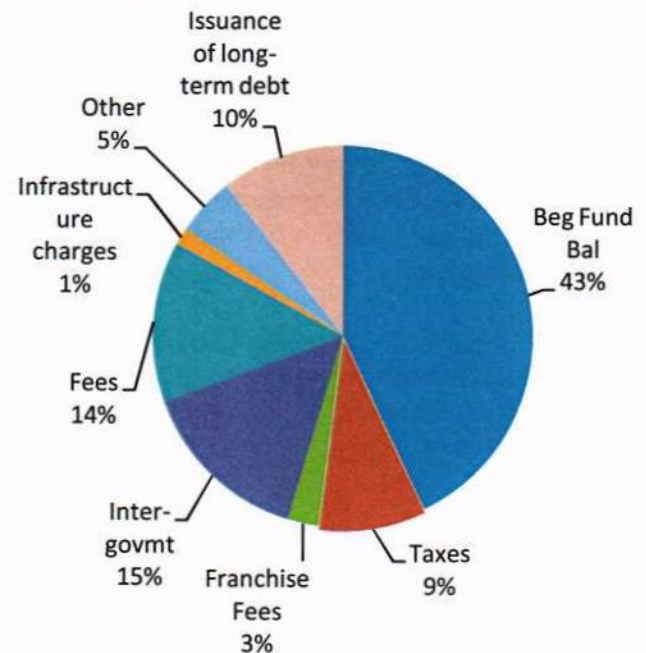
**Sources**

Budgeted sources, exclusive of transfers between funds, follow.

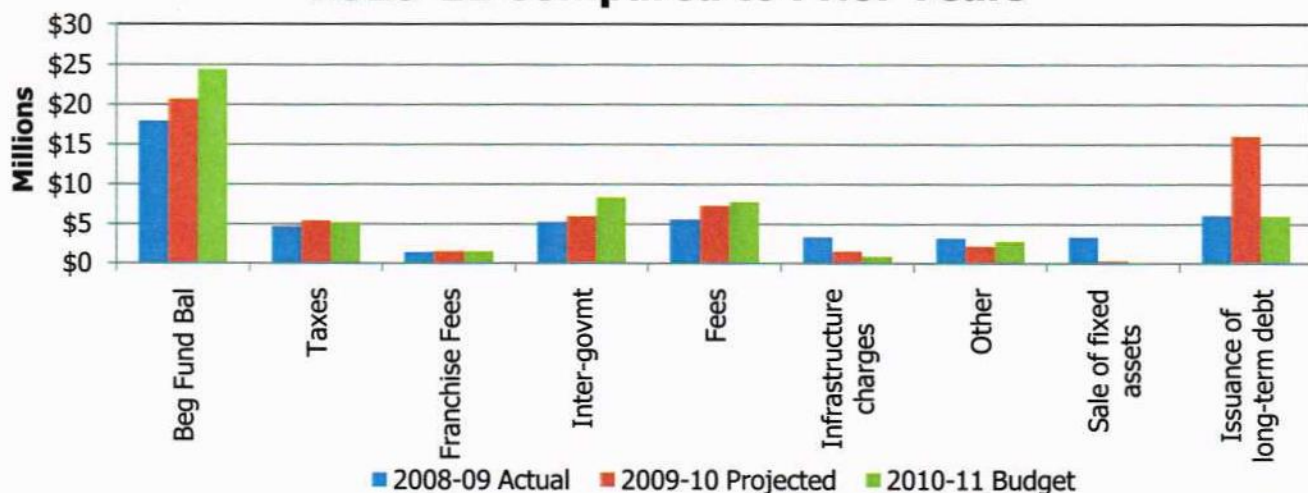
**Sources - All Funds 09-10**



**Sources - All Funds 10-11**



**Sources - All Funds  
2010-11 Compared to Prior Years**





**Beginning fund balance**

The difference between total sources and total uses is budgeted as contingency. The alternative is to budget it as un-appropriated ending fund balance. The latter cannot be spent except in an emergency created by civil disturbance or natural disaster. Contingency allows the legal flexibility to spend if necessary.

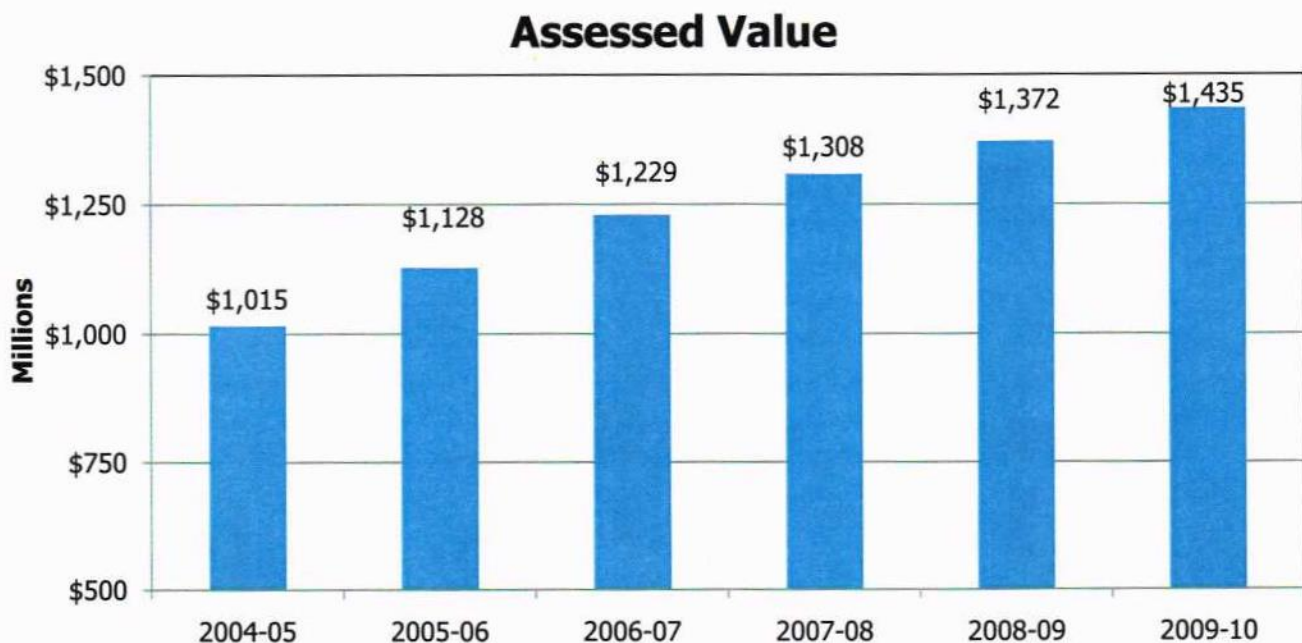
If contingency is less than beginning fund balance, funds in the beginning balance has been used as a source of resources (expenditures exceeded revenues). If contingency is more than beginning fund balance, fund balance has been increased for use as a source in future years (revenues exceeded expenditures).

**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 23 and 24 for a detailed explanation.

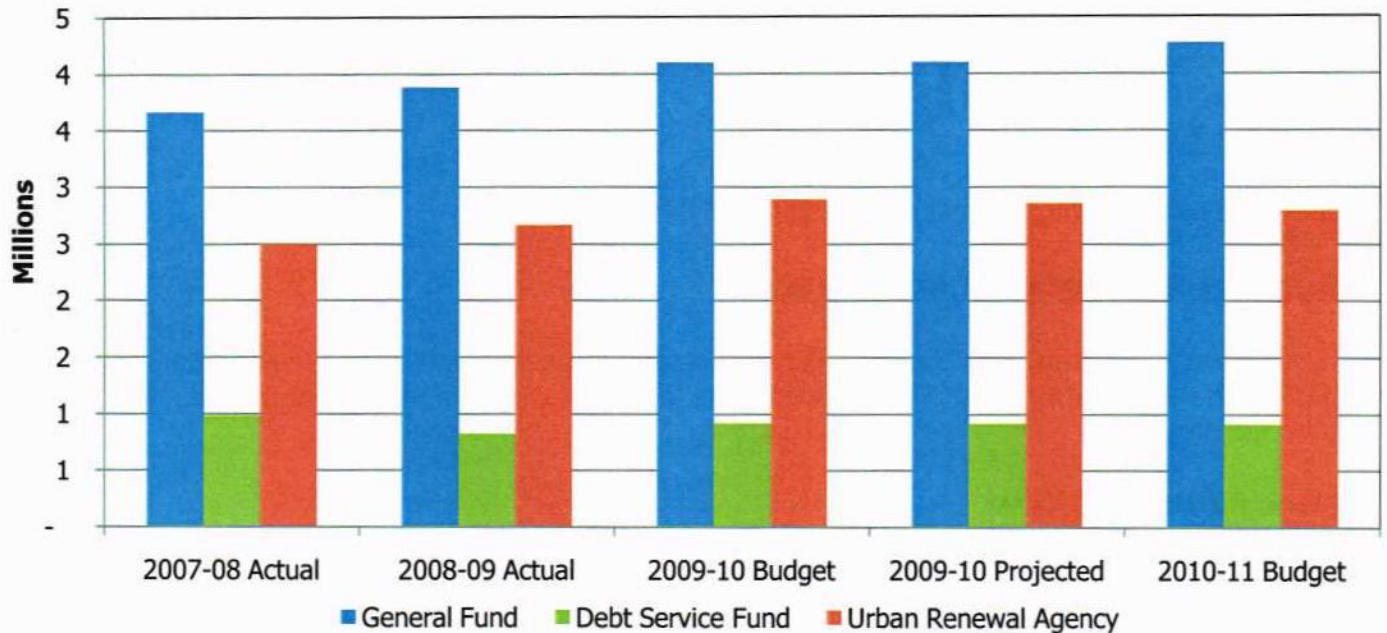
Total assessed value in the City of Sherwood is:



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 Tax Revenue

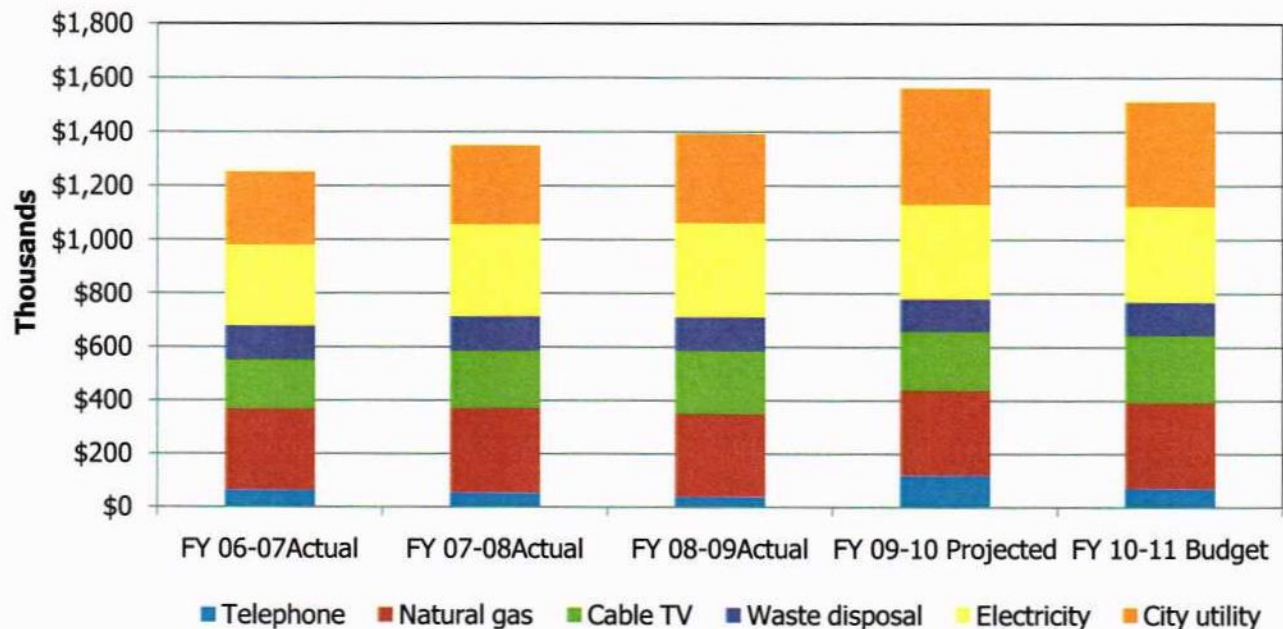


Property taxes represent 45% of General Fund revenue exclusive of reimbursements from the URA.

### Franchise fees

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

### Franchise Fees





**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.
- Federal, State, and Local Government grants.

**Charges for services**

There are no significant rate changes in the 2010-11 budget.

**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.

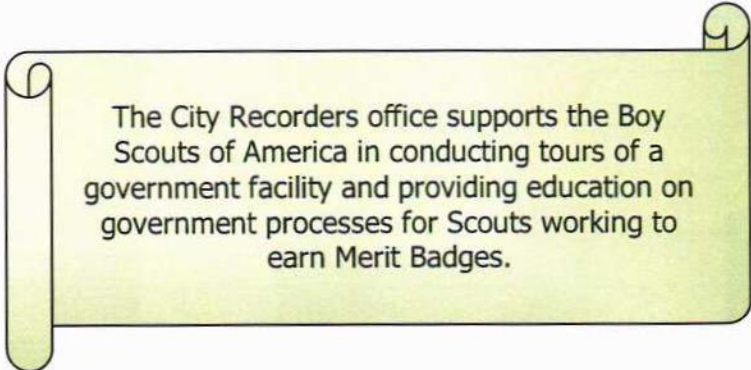
**Sale of fixed assets**

There are no sales of fixed assets contemplated in the fiscal year 2010-11 budget.

**Issuance of long-term debt**

Long-term debt is to be issued for Water capital projects as follows:

- \$6,000,000 in bank financing for Water supply and storage construction.



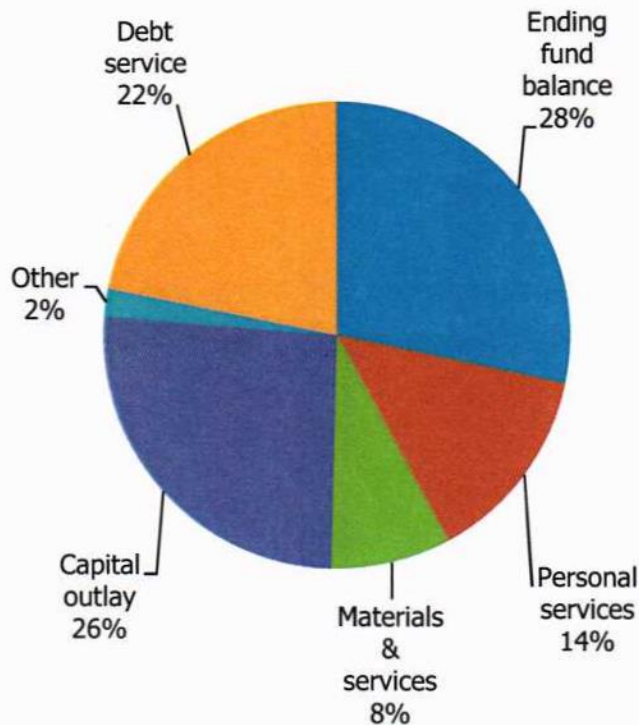
The City Records office supports the Boy Scouts of America in conducting tours of a government facility and providing education on government processes for Scouts working to earn Merit Badges.



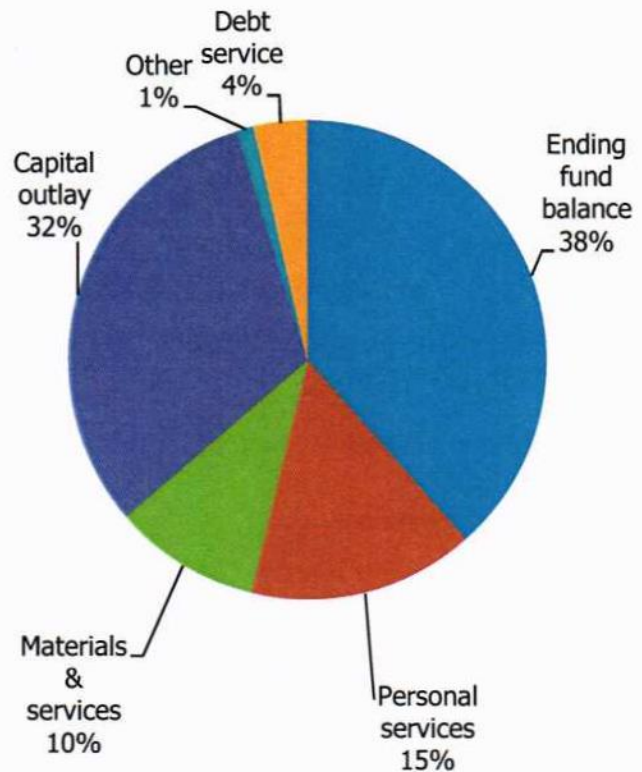
**Uses**

Uses for all funds are:

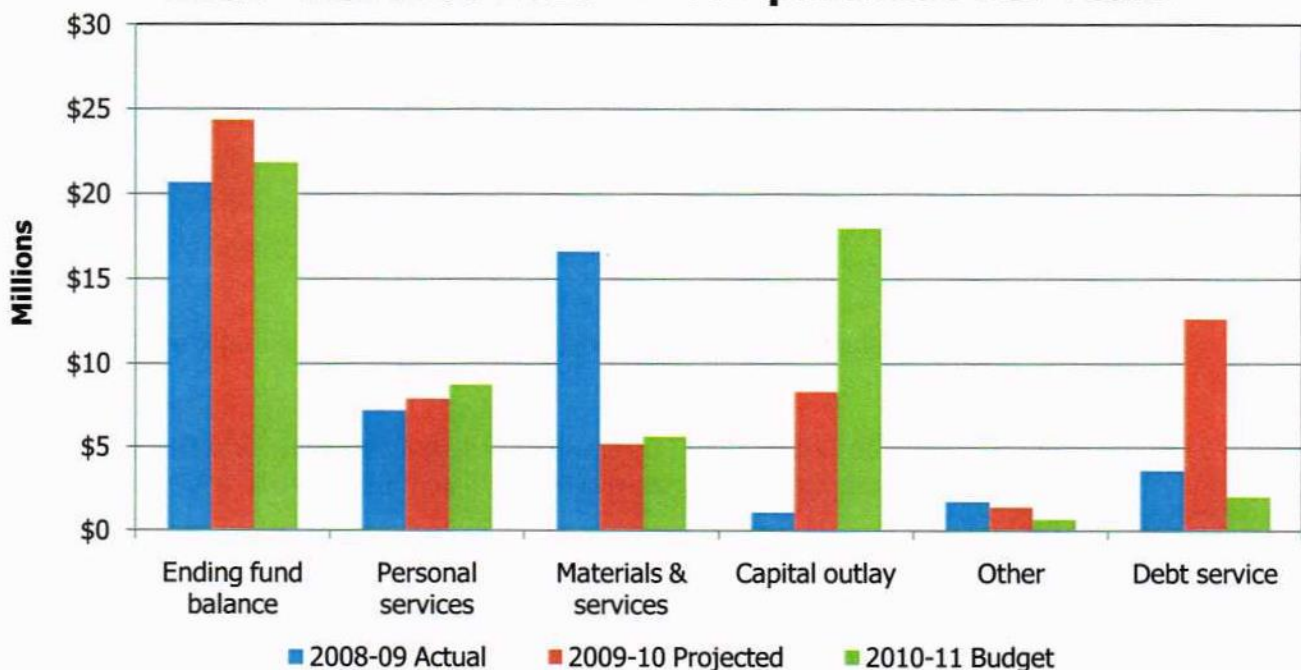
**Uses All Funds 09-10**



**Uses All Funds 10-11**

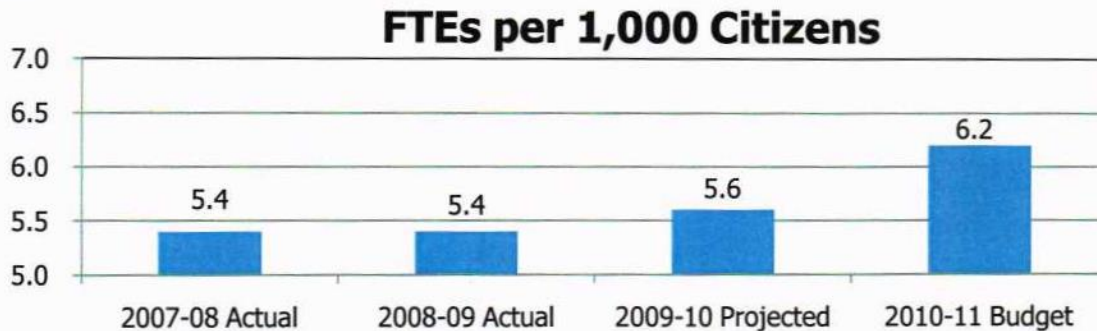


**Uses - All Funds 2010-11 Compared to Prior Years**



**Personal Services****Full-Time Equivalent (FTE)**

The following compares City staffing to population growth.



New positions in this budget are detailed in the Personnel FTE Comparison to Prior Years on page 97. Significant additions are:

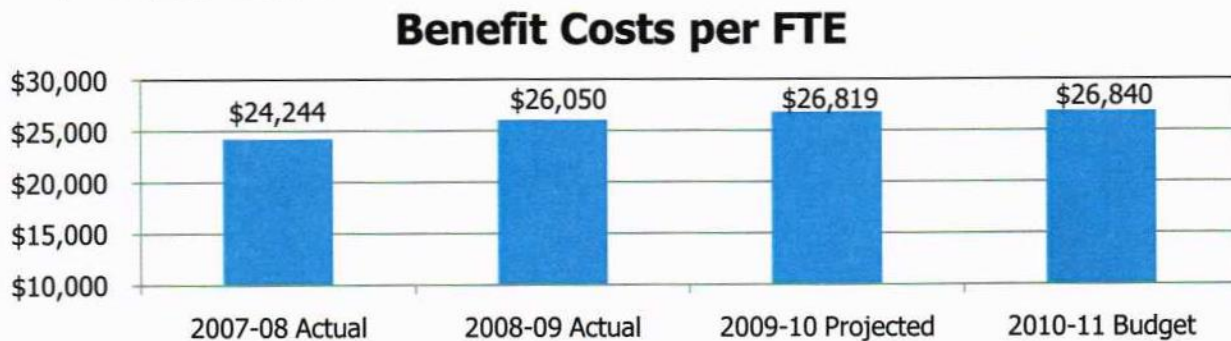
- Water Administrative Assistant
- 2 Court Clerks
- Seasonal Employees

**Wages**

The budget includes a 2.0% cost of living increase at July 1 for all employees.

**Benefits**

Benefit costs continue to increase faster than inflation and property tax revenue. The average cost of benefits per employee follows:



The major benefits are health insurance and PERS. Employee insurance costs are budgeted to increase 8% in 2010-11.

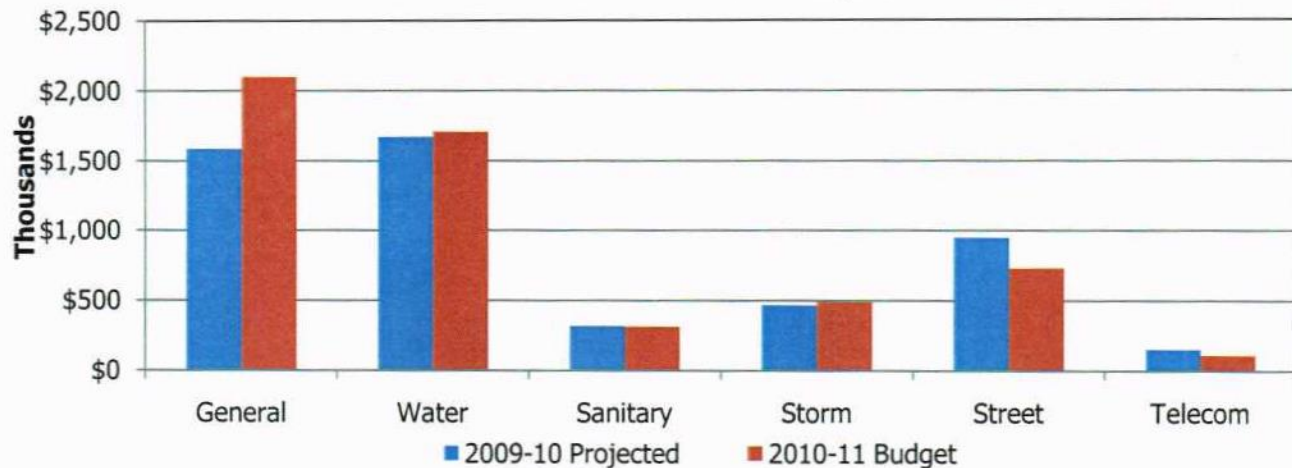
PERS, the state-wide Public Employees Retirement System, had severe investment losses in the late 1990s and is recovering them from employers over several years. The most recently adopted rates for the City of Sherwood are:

- 10.77% for Tier 1 & Tier 2 covered employees
- 8.58% for OPSRP covered employees
- 11.29% for OPSRP Police covered employees



**Materials and Services**

Materials and services for operations, by fund, are:

**Materials and Services - Operations**

The change in materials and services for the General Fund are due to various small increases with the majority of the increase in professional and technical services.

**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 only significant capital outlay expenditures this year are:

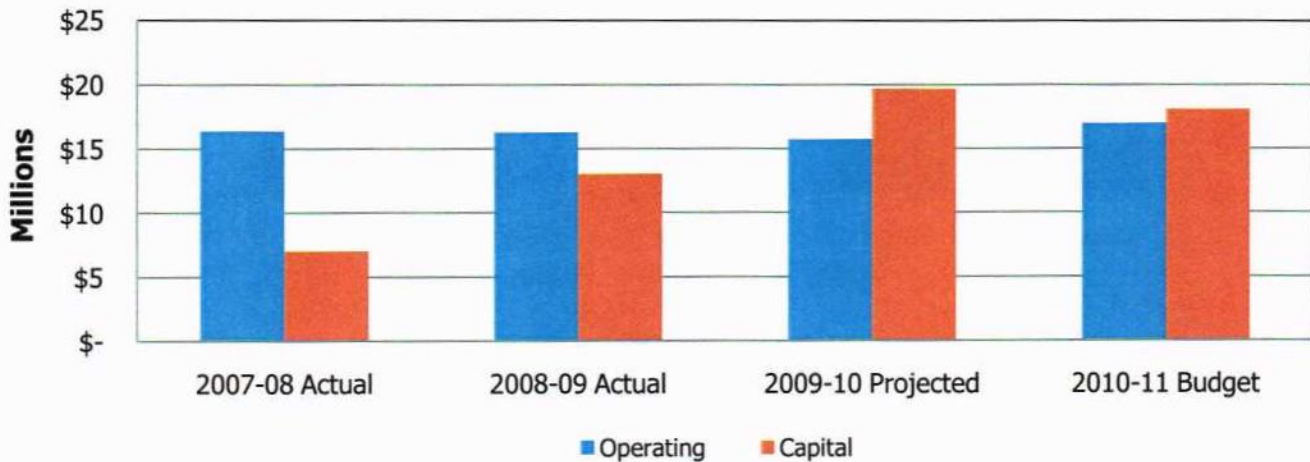
- Interoperability equipment for the Police Department that is funded by a Federal grant.
- Valve Operator
- Replacement Backhoe
- Combination Cleaner
- Three Deck Toro Mower

The construction of the 4 million gallon Reservoir at Snyder Park enables Sherwood to provide the minimum of 3 days water storage as recommended by American Water Works Association.

### **Capital Project Expenditures**

A substantial 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.

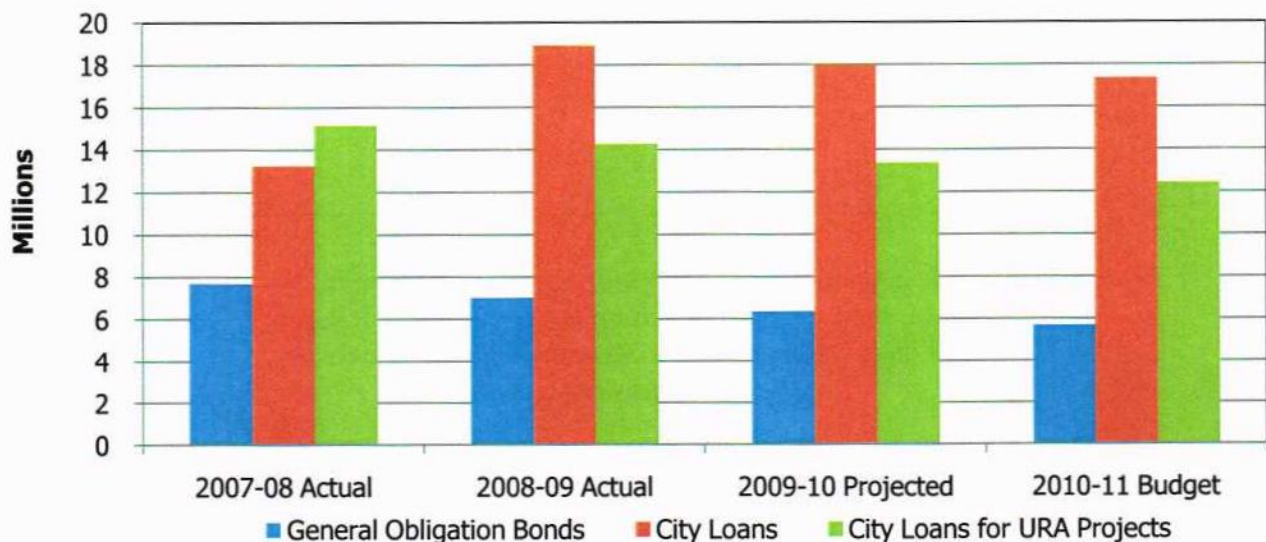
### **Operating vs. Capital Expenditure**



### **Debt Service**

The principal balance of outstanding debt is: \$37,711,751

### **Principle Balance of Outstanding Debt**



Payment sources for all debt expected to be outstanding at June 30, 2010 are shown in the Debt Service Expenditures to Maturity schedule on pages 103-106.



**Financial Condition and Outlook**

The bond rating from Moody's Investors Services for the last general obligation bond, issued in 2004 to refund those originally issued in 1996, was A2, an upper medium grade investment. The City's bond rating was reviewed and confirmed as A2 in fiscal year 08-09.

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. In particular, the Council has mandated that development pay for the costs it imposes.

**Operations Outlook**

Revenue sources 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.

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

Street Fund operations rely on apportionment of vehicle and gasoline taxes and licenses from the state and county. These revenues are stable, but are not increasing at the same rate as the cost of long-term preventative maintenance and rebuilding needs. As a result, the City implemented a Street Utility fee in 2007 to provide for adequate funds for street maintenance and lighting.

**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 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 Asset Depreciation Fund is a reserve fund, defined in Oregon budget law, which accumulates money from year to year to provide for the unexpected purchase, improvement, or repair of major capital assets, such as city buildings.

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.

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, Storm, and Street 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
- Public Safety
- 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.



# FINANCIALS

# BUDGET IN TOTAL

## Budget in Total

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2009-10 Projected	2010-11 Proposed	2010-11 Approved	2010-11 Adopted
<b>SOURCES</b>							
Beginning fund balance	\$ 26,590,781	\$ 17,953,895	\$ 17,073,789	\$ 20,679,980	\$ 24,350,112	\$ 24,350,112	\$ 24,350,112
Revenue							
Taxes	4,735,945	4,698,968	5,015,984	5,012,984	5,178,830	5,178,830	5,178,830
Franchise Fees	1,348,650	1,392,530	1,464,071	1,560,988	1,509,706	1,509,706	1,509,706
Licenses and permits	89,669	82,359	81,500	81,500	71,600	71,600	71,600
Intergovernmental	3,254,268	5,269,107	6,636,783	6,004,391	8,339,446	8,339,446	8,339,446
Charges for services	6,169,212	5,508,885	7,456,622	7,205,144	7,516,618	7,746,618	7,746,618
Infrastructure development	1,440,310	3,317,404	1,622,350	692,620	835,732	835,732	835,732
Fines, interest and other	1,947,092	1,450,236	1,348,940	837,346	2,153,792	2,153,792	2,153,792
Total revenue	18,985,145	21,719,488	23,626,250	21,394,973	25,605,724	25,835,724	25,835,724
Other sources							
Transfers in	782,541	1,722,507	1,194,017	1,403,517	1,170,300	970,300	664,500
Sale of fixed assets		3,340,591	135,000	250,000			
Issuance of long-term debt		6,096,252	16,000,000	16,000,000	6,000,000	6,000,000	6,000,000
Total other sources	782,541	11,159,350	17,329,017	17,653,517	7,170,300	6,970,300	6,664,500
<b>Total sources</b>	<b>46,358,466</b>	<b>50,832,734</b>	<b>58,029,056</b>	<b>59,728,470</b>	<b>57,126,136</b>	<b>57,156,136</b>	<b>56,850,336</b>
<b>USES</b>							
Expenditures							
Personal services							
Salaries and wages	4,599,548	4,912,229	5,464,329	5,405,707	5,978,142	5,978,142	5,978,142
Payroll taxes	584,442	527,046	653,518	642,616	707,984	707,984	707,984
Benefits	1,531,020	1,730,189	1,923,237	1,813,417	2,037,550	2,037,550	2,037,550
Total personal services	6,715,010	7,169,464	8,041,084	7,861,740	8,723,676	8,723,676	8,723,676
Materials and services							
Professional & technical	9,401,248	14,030,649	1,962,340	2,171,760	2,170,048	2,170,048	2,170,048
Facility and equipment	1,044,934	1,029,887	1,255,508	1,217,458	1,297,539	1,297,539	1,297,539
Other purchased services	823,328	864,438	1,178,265	1,013,803	1,180,559	1,180,559	1,180,559
Supplies	371,016	429,072	548,167	558,256	593,928	593,928	593,928
Community activities	36,771	66,295	51,508	53,908	52,628	58,628	58,628
Minor equipment	404,046	175,255	194,520	190,612	263,692	263,692	263,692
Other materials & services	60,925	224	(43,093)	(37,781)	47,772	47,772	47,772
Total materials & services	12,142,268	16,595,820	5,147,215	5,168,016	5,606,165	5,612,165	5,612,165
Capital outlay							
Land	182,837	415,947		140,625			
Infrastructure	4,295,514	376,845	14,955,136	7,810,279	17,040,150	17,040,150	17,040,150
Buildings			50,000	50,000			
Vehicles	178,841	192,194	80,360	65,360	274,000	274,000	274,000
Furniture and equipment	184,823	94,930	466,000	251,600	645,196	645,196	645,196
Total capital outlay	4,842,015	1,079,916	15,551,496	8,317,864	17,959,346	17,959,346	17,959,346
Debt service							
Principal	2,371,472	2,329,162	11,798,808	11,798,807	1,336,863	1,336,863	1,336,863
Interest	1,549,965	1,254,284	828,414	828,414	704,355	704,355	704,355
Issuance costs	1,300	1,600					
Total debt service	3,922,737	3,585,046	12,627,222	12,627,221	2,041,218	2,041,218	2,041,218
Total expenditures	27,622,030	28,430,246	41,367,017	33,974,841	34,330,406	34,336,406	34,336,406
Other uses							
Transfers out	782,541	1,722,507	1,194,017	1,403,517	1,170,300	970,300	664,500
Ending Fund Balance	17,953,895	20,679,980	-				
Contingency			15,468,022	24,350,112	21,625,430	21,849,430	21,849,430
<b>Total uses</b>	<b>46,358,466</b>	<b>50,832,734</b>	<b>58,029,056</b>	<b>59,728,470</b>	<b>57,126,136</b>	<b>57,156,136</b>	<b>56,850,336</b>

**FINANCIALS****BUDGET IN TOTAL BY FUND****Budget in Total by Fund**

	2010-11 Total Budget	General	Asset Depreciation	General Construction
<b>SOURCES</b>				
Beginning fund balance	24,350,112	1,355,891	442,629	145,712
Revenue				
Taxes	5,178,830	4,265,554		
Francise Fees	1,509,706	1,509,706		
Licenses and permits	71,600	71,600		
Intergovernmental	8,339,446	1,502,306		133,522
Charges for services	7,746,618	462,422		24,600
Infrastructure development	835,732	166,024		439,992
Fines, interest and other	2,153,792	2,064,932		6,840
Total revenue	25,835,724	10,042,544	-	604,954
Other sources				
Transfers in	664,500		114,000	250,000
Sale of fixed assets				
Issuance of long-term debt	6,000,000			
Total other sources	6,664,500	-	114,000	250,000
<b>Total sources</b>	<b>56,850,336</b>	<b>11,398,435</b>	<b>556,629</b>	<b>1,000,666</b>
<b>USES</b>				
Expenditures				
Personal services				
Salaries and wages	5,978,142	4,656,336		55,602
Payroll taxes	707,984	540,058		5,882
Benefits	2,037,550	1,587,166		16,553
Total personal services	8,723,676	6,783,559	-	78,037
Materials and services				
Professional & technical	2,170,048	1,253,187		
Facility and equipment	1,297,539	737,147		
Other purchased services	1,180,559	574,150		204
Supplies	593,928	337,144		
Community activities	58,628	58,328		
Minor equipment	263,692	208,832		
Other materials & services	47,772	(1,069,387)	100,000	65,352
Total materials & services	5,612,165	2,099,401	100,000	65,556
Capital outlay				
Infrastructure	17,040,150	98,000		319,050
Vehicles	274,000	20,000	254,000	
Furniture and equipment	645,196	382,200		
Total capital outlay	17,959,346	500,200	254,000	319,050
Debt service				
Principal	1,336,863	146,068		34,830
Interest	704,355	43,718		13,774
Total debt service	2,041,218	189,786	-	48,604
Total expenditures	34,336,406	9,572,945	354,000	511,247
Other uses				
Transfers out	664,500	250,000		
Ending Fund Balance				
Contingency	21,849,430	1,575,488	202,629	489,419
<b>Total uses</b>	<b>56,850,336</b>	<b>11,398,433</b>	<b>556,629</b>	<b>1,000,666</b>



# FINANCIALS

# BUDGET IN TOTAL BY FUND

## Budget in Total by Fund

Debt Service	Water	Sanitary	Enterprise Funds Storm	Street	Telecom
10,999	12,964,218	4,338,622	469,479	4,598,193	24,368
913,276					
	500,000	1,143,738		5,059,880	
	4,482,680	512,376	1,425,348	596,000	243,192
	66,000	3,240	10,236	150,240	
	40,344	18,456	3,420	19,560	240
913,276	5,089,024	1,677,810	1,439,004	5,825,680	243,432
	160,000			115,000	25,500
	6,000,000				
-	6,160,000	-	-	115,000	25,500
<b>924,275</b>	<b>24,213,242</b>	<b>6,016,432</b>	<b>1,908,483</b>	<b>10,538,873</b>	<b>293,300</b>
	452,211	232,874	236,369	309,836	34,916
	55,023	27,956	32,858	42,895	3,312
	172,106	75,312	76,112	98,482	11,819
-	679,340	336,143	345,339	451,212	50,047
	687,000	18,500	162,498	23,871	24,992
	158,664	23,832	24,684	332,888	20,324
	401,508	47,298	103,175	38,744	15,480
	149,672	12,224	21,876	58,012	15,000
	300				
	13,040	8,788	11,032	12,000	10,000
	296,680	202,766	164,611	264,843	22,907
-	1,706,864	313,408	487,875	730,358	108,703
	8,738,991	677,174	100,000	7,106,935	
	111,000	50,000	32,500	29,496	40,000
-	8,849,991	727,174	132,500	7,136,431	40,000
675,000	254,712	41,527	141,014	43,712	
246,276	376,911	3,715	16,050	3,911	
921,276	631,623	45,242	157,064	47,623	-
921,276	11,867,818	1,421,968	1,122,777	8,365,623	198,750
	50,500	79,000	224,000	61,000	
2,999	12,294,924	4,515,464	561,705	2,112,250	94,550
<b>924,275</b>	<b>24,213,242</b>	<b>6,016,432</b>	<b>1,908,483</b>	<b>10,538,873</b>	<b>293,300</b>





**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
- Public Safety
- 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

**Limits and Compression**

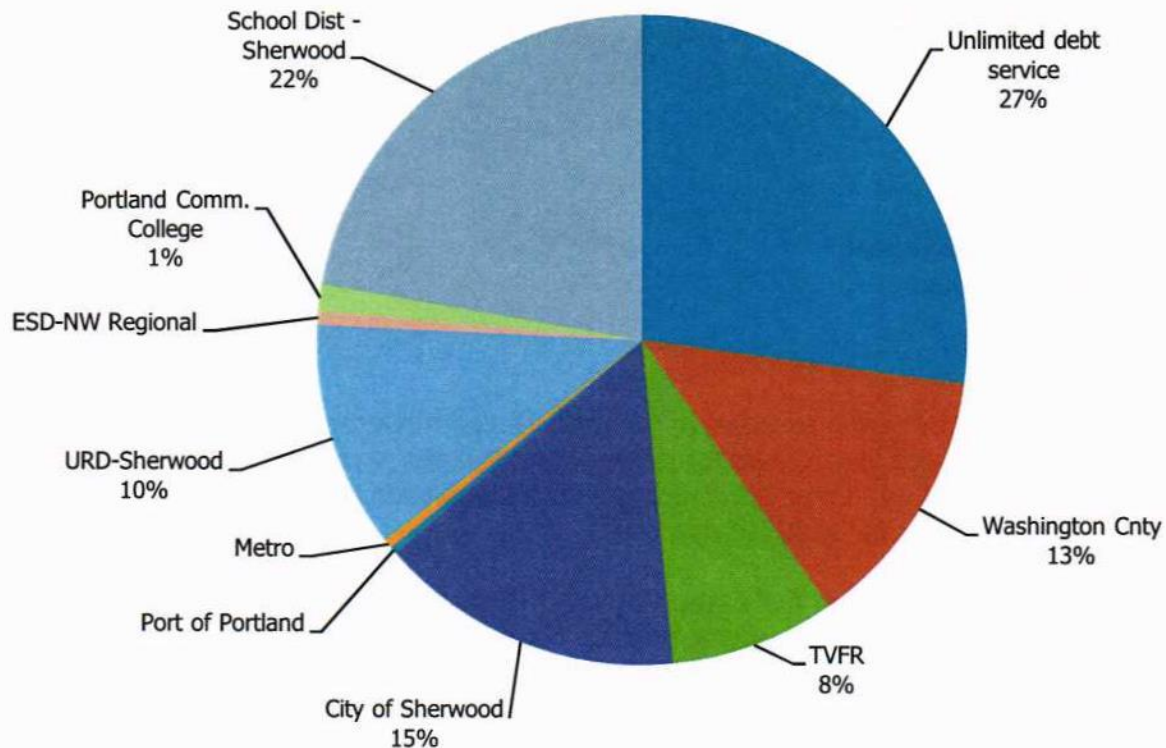
The total tax on a given piece of property is limited as follows:

- 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 2009-10, Sherwood property owners paid tax as follows:

### 2009-10 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.

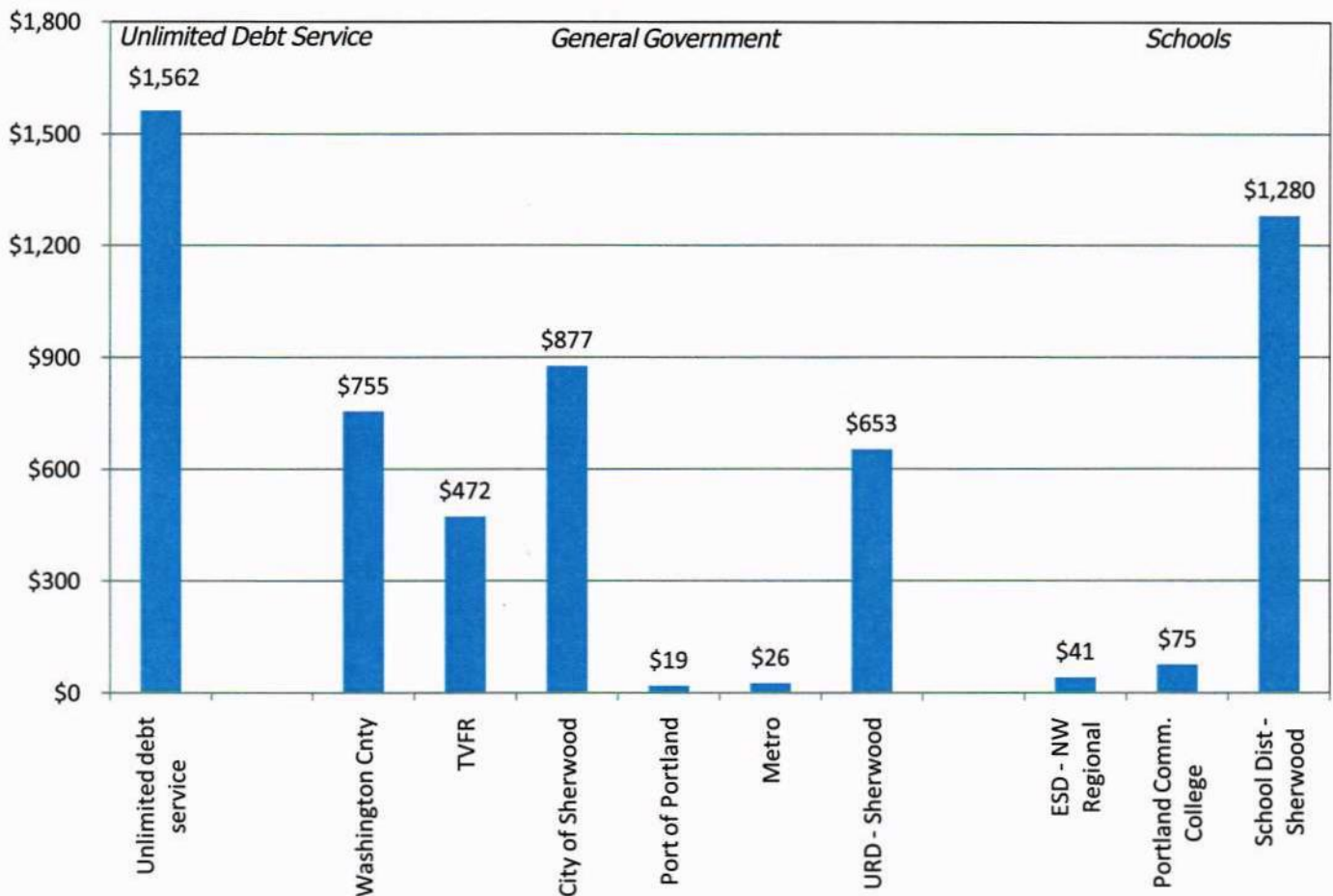
Property tax for the URA is a portion of the permanent rate levy for the city and each overlapping tax district, not an addition to it. The amount of tax for the URA is *determined* by the incremental assessed value in the Urban Renewal District, but the tax is *collected* by dividing the city's (and 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, \$35,347,600.



**2009-10 Tax**

A Sherwood homeowner with an assessed value of \$300,000 would have paid \$5,760 in property taxes, as follows:



The City of Sherwood's portion of unlimited debt service is \$191.70; 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)

\$ 1,306,572,747

Multiplied by the permanent rate

0.0032975

Levy

4,308,424

Plus tax on farmland previously deferred

301

Less amount uncollectable in the year levied

(215,421)

General fund property taxes to balance the budget

\$ 4,093,304

**Debt Service Fund**

Levy

\$ 913,276

Less amount uncollectable in the year levied

-

Debt service fund property taxes to balance the budget

\$ 913,276

# FINANCIALS

# GENERAL FUND

## General Fund in Total

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2009-10 Projected	2010-11 Proposed	2010-11 Approved	2010-11 Adopted
<b>SOURCES</b>							
Beginning fund balance	\$ (900,143)	\$ (1,242,300)	\$ 1,050,470	\$ 898,753	\$ 1,355,891	\$ 1,355,891	\$ 1,355,891
Revenue							
Taxes	3,756,911	3,880,855	4,099,284	4,096,284	4,265,554	4,265,554	4,265,554
Franchise Fees	1,348,650	1,392,530	1,464,071	1,560,988	1,509,706	1,509,706	1,509,706
Licenses and permits	89,669	82,359	81,500	81,500	71,600	71,600	71,600
Intergovernmental	2,407,665	3,285,072	1,500,903	1,368,511	1,502,306	1,502,306	1,502,306
Charges for services	895,255	658,267	651,602	400,124	462,422	462,422	462,422
Infrastructure fees	334,184	36,617	178,350	177,350	166,024	166,024	166,024
Fines, interest and other	680,420	686,911	721,962	531,283	2,064,932	2,064,932	2,064,932
Total revenue	9,512,754	10,022,611	8,697,672	8,216,040	10,042,544	10,042,544	10,042,544
Other sources							
Transfer in		27,300	370,000	370,000			
Sale of fixed assets		3,340,591	135,000	250,000			
Total other sources	-	3,367,891	505,000	620,000	-	-	-
<b>Total sources</b>	<b>8,612,611</b>	<b>12,148,202</b>	<b>10,253,142</b>	<b>9,734,793</b>	<b>11,398,435</b>	<b>11,398,435</b>	<b>11,398,435</b>
<b>USES</b>							
Expenditures							
Personal services							
Salaries and wages	4,348,219	4,051,524	4,098,572	4,163,942	4,656,336	4,656,336	4,656,336
Payroll taxes	561,524	444,197	483,969	486,699	540,058	540,058	540,058
Benefits	1,443,102	1,440,824	1,440,926	1,391,883	1,587,166	1,587,166	1,587,166
Total personal services	6,352,845	5,936,545	6,023,467	6,042,524	6,783,559	6,783,559	6,783,559
Materials and services							
Professional & technical	1,113,242	808,946	859,168	900,513	1,253,187	1,253,187	1,253,187
Facility and equipment	507,600	607,650	704,358	672,708	737,147	737,147	737,147
Other purchased serv	423,100	449,649	614,976	447,154	574,150	574,150	574,150
Supplies	281,796	290,297	311,465	309,554	337,144	337,144	337,144
Community activities	36,771	66,247	51,508	53,908	52,328	58,328	58,328
Minor equipment	123,916	103,870	134,740	131,340	208,832	208,832	208,832
Other materials & serv	(1,013,964)	(549,285)	(934,611)	(932,898)	(1,069,387)	(1,069,387)	(1,069,387)
Total materials & serv	1,472,463	1,777,376	1,741,604	1,582,279	2,093,401	2,099,401	2,099,401
Capital outlay							
Land	51	264,000		140,625			
Infrastructure		34,029	30,000	30,000	98,000	98,000	98,000
Vehicles	122,821	32,017	65,360	65,360	20,000	20,000	20,000
Furniture and equip	92,844	66,960	402,000	232,600	382,200	382,200	382,200
Total capital outlay	215,716	397,006	497,360	468,585	500,200	500,200	500,200
Debt service							
Principal	1,076,277	987,647	136,596	136,596	146,068	146,068	146,068
Interest	709,948	697,691	50,418	50,418	43,718	43,718	43,718
Total debt service	1,786,225	1,685,338	187,014	187,014	189,786	189,786	189,786
Total expenditures	9,827,249	9,796,263	8,449,445	8,280,402	9,566,947	9,572,947	9,572,947
Other uses							
Transfers out	27,663	1,453,186	89,000	98,500	755,800	555,800	250,000
Ending Fund Balance	(1,242,300)	898,753					
Contingency			1,714,697	1,355,891	1,075,688	1,269,688	1,575,488
<b>Total uses</b>	<b>8,612,611</b>	<b>12,148,202</b>	<b>10,253,142</b>	<b>9,734,793</b>	<b>11,398,435</b>	<b>11,398,435</b>	<b>11,398,435</b>



**FINANCIALS****GENERAL FUND****General Fund in Total by Division**

	Administration	Community Development	Public Safety	Community Services	Public Works Operations	2010-11 Budget
<b>SOURCES</b>						
Beginning fund balance	1,355,891					\$ 1,355,891
Revenue						
Taxes	4,265,554					4,265,554
Francise Fees	1,509,706					1,509,706
Licenses and permits	61,200		10,400			71,600
Intergovernmental	410,300	52,110	190,600	711,349	137,947	1,502,306
Charges for services	25,300	247,882	3,000	182,685	3,555	462,422
Infrastructure & dev. fees		166,024				166,024
Fines, interest and other	1,970,482	150	26,500	33,000	34,800	2,064,932
Total revenue	8,242,542	466,166	230,500	927,034	176,302	10,042,544
Other Sources						
Transfers in						
Sale of fixed assts						
Total other sources	-	-	-	-	-	-
<b>Total sources</b>	<b>9,598,433</b>	<b>466,166</b>	<b>230,500</b>	<b>927,034</b>	<b>176,302</b>	<b>11,398,435</b>
<b>USES</b>						
Expenditures						
Personal services						
Salaries and wages	1,171,459	572,864	1,771,541	654,862	485,610	4,656,335
Payroll taxes	110,349	60,604	239,000	63,281	66,824	540,057
Benefits	386,968	198,328	631,426	202,073	168,372	1,587,167
Total personal services	1,668,776	831,795	2,641,967	920,216	720,805	6,783,560
Materials and services						
Profes & tech services	673,200	164,760	203,000	58,340	153,887	1,253,187
Facility and equipment	276,511	9,080	86,600	5,000	359,956	737,147
Other purchased services	391,571	35,534	71,452	27,845	47,748	574,150
Supplies	16,380	6,036	54,740	139,050	120,938	337,144
Community activities	4,200	120	3,000	44,300	6,708	58,328
Minor equipment	123,835	22,698	33,899	3,000	25,400	208,832
Other materials & services	(2,394,166)	188,503	1,162,748	429,633	(456,104)	(1,069,386)
Total materials & services	(908,469)	426,731	1,615,439	707,168	258,533	2,099,402
Capital outlay						
Infrastructure					98,000	98,000
Vehicles			20,000			20,000
Furniture and equipment	127,800		174,400		80,000	382,200
Total capital outlay	127,800	-	194,400	-	178,000	500,200
Debt service						
Principal	100,170			22,949	22,949	146,068
Interest	39,612			2,053	2,053	43,718
Total debt service	139,782	-	-	25,002	25,002	189,786
Total expenditures	1,027,889	1,258,527	4,451,806	1,652,385	1,182,340	9,572,947
Other uses						
Transfers out	250,000					250,000
Ending Fund Balance						
Contingency	1,575,488					1,575,488
<b>Total uses</b>	<b>2,853,377</b>	<b>1,258,526</b>	<b>4,451,806</b>	<b>1,652,385</b>	<b>1,182,340</b>	<b>11,398,435</b>
<b>Net sources (uses)</b>	<b>\$ 6,745,056</b>	<b>\$ (792,360)</b>	<b>\$ (4,221,306)</b>	<b>\$ (725,351)</b>	<b>\$ (1,006,038)</b>	<b>\$ -</b>

**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 and Finance.

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

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2009-10 Projected	2010-11 Adopted
Revenue					
Taxes	3,756,911	3,880,855	4,099,284	4,096,284	4,265,554
Franchise Fees	1,348,650	1,392,530	1,464,071	1,560,988	1,509,706
Licenses and Permits	75,457	70,734	71,500	71,500	61,200
Intergovernmental	1,615,749	2,377,709	377,800	354,000	410,300
Charges for Services		26,554	25,000	26,550	25,300
Other	602,443	560,067	584,762	448,310	1,970,482
Transfers in & Other Sources		3,329,000	505,000	620,000	
Total revenue	7,399,209	11,637,449	7,127,417	7,177,632	8,242,542
Expenditures					
Personal services	1,313,540	1,271,458	1,242,303	1,283,236	1,668,776
Materials and services	(973,462)	(916,788)	(863,503)	(1,007,724)	(908,469)
Capital outlay	8,463	330,960	100,000	240,625	127,800
Debt service	1,736,221	1,672,837	137,010	137,010	139,782
Transfers out & Other Sources		1,453,186	77,500	87,000	250,000
Total expenditures	2,084,762	3,811,652	693,310	740,147	1,277,889
Net revenue (expenditures)	5,314,448	7,825,797	6,434,107	6,437,485	6,964,653

70% of City of Sherwood employees have worked for the City for over 5 years.



**City Manager**

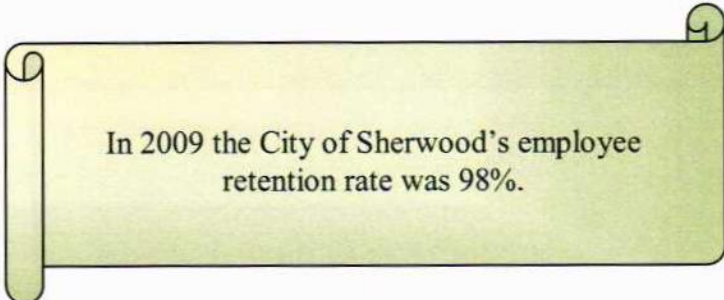
City Manager provides leadership, coordination and management for the City and is responsible for establishing general policies that govern the operations of the city. The City Manager also supports and assists the Mayor and City Councilor's in their roles as policy makers by providing accurate and timely information and appropriate policy alternatives. This role also provides oversight for the City Attorney contract, budget development, official records, legislative activities, public information and municipal elections.

**Accomplishments**

- Completion of the Sunset Reservoir II
- Begin Development of the Cannery Property
- Begin Implementation of the Parks Master Plan
- Improved Citizen Communication and outreach

**2010-2011 Goals, Strategies, Values, Activities, and Performance Measures**

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

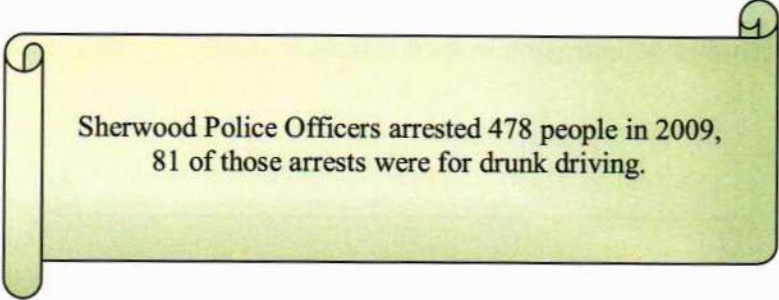


In 2009 the City of Sherwood's employee retention rate was 98%.

**Assistant City Manager**

The Assistant City Manager functions as the operations officer for the City Manager, monitoring City activities and projects to assure timely coordination and completion. The Assistant City Manager oversees the Human Resources Division, Finance, Information Technology and the Urban Renewal District. This role also makes recommendations to the City Manager for policies and procedures and City wide budget development and implementation.

The Assistant City Manager position is unfunded for fiscal year 09-10.



Sherwood Police Officers arrested 478 people in 2009,  
81 of those arrests were for drunk driving.



**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, many special meetings and 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.

**Accomplishments**

- Created new City Council website pages, providing information on Elections and Records Management
- Expanded Student Recognition Program to include Middle School students
- Created electronic records of City Council legislation and minutes dating back to 1939

**2010-2011 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
- Coordinate an all City Records Management day
- Prepare records for records room; create electronic file, file paper record accordingly, review retention dates, prepare records for destruction and abide by Oregon Administrative Rules
- Manage requests for records
- Record documents with other state and local agencies
- Responsible for maintaining the Sherwood Municipal Code and managing the public link via the City website

Performance Measures:

- Coordinate 2 Records Management Training events per year for City staff
- Conduct quarterly Records Management Day

**City Council and Recorder**

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

## Strategies:

Provide excellent City Council support.

## Activities:

- Prepare council agenda's and meeting materials
- Prepare and post public notices
- Prepare legislation for adoption
- Transcribe meeting minutes
- Ensure Council meeting records are complete and accurate
- Manage all correspondences of elected officials
- Serve as contact person for elected officials
- Coordinate annual student achievement awards
- Coordinate monthly Boy Scout and Girl Scout achievement awards
- Support Boys Scouts of American earning of Merit Badges
- Produce and manage City Council/City Recorder annual budget

## Performance Measures:

- Coordinated 2 monthly City Council meetings, prepare materials and transcribe meeting minutes
- Prepare 80-90 pieces of legislation per year
- Recognized 200+ Students for Academic and Athletic Achievements

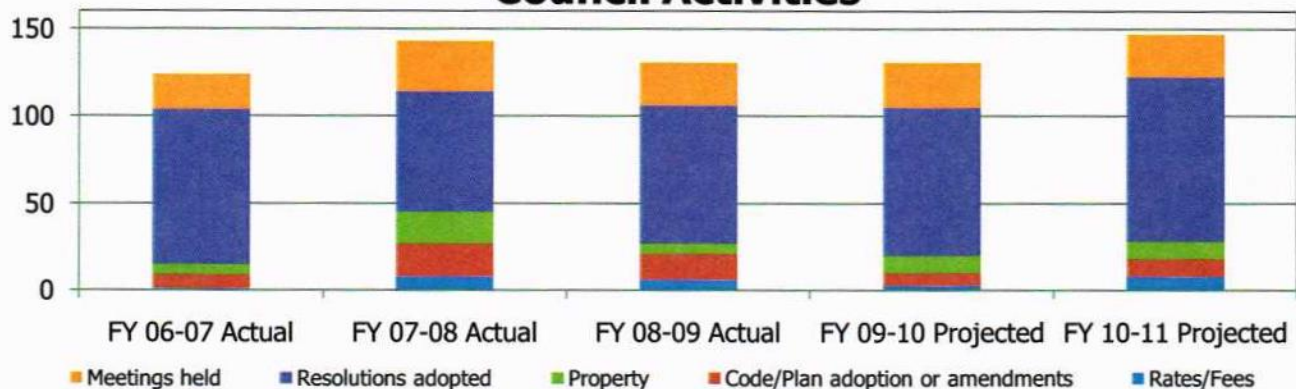
## Serve as the City Elections Official

## Activities:

- Coordinate and oversee City elections
- Abide by Oregon Election Laws
- Prepare ballot measures
- Ensure proper public noticing
- Canvass election results and record with County Elections Office

## Performance Measure:

- Successfully coordinate 1 City Election in 2010-11

**Council Activities**



**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.

**Accomplishments**

- Completed an redesign and upgrade to the city's website
- Developed in-house an IT service management and tracking system
- Completed the first phase of an on-demand employee training system
- Implemented an automated software deployment solution
- Installed fiber communications lines to several water utility sites
- Completed fiber construction to the last remaining school sites (Archer Glen, Middleton)
- Began construction of the wireless interoperability project and upgraded all police mobile data computers

**2010-2011 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:**

Maintain or decrease the total amount of help desk calls

**Activities:**

- Increase and improve training opportunities
- Develop formal computer refresh policy to ensure all computers meet a set standard
- Build upon the current IT knowledge management system

**Performance Measure:**

- Help Desk requests each year

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

Enhance the community information presented on the Sherwood television channel

**Activities:**

- Partner with the School District to display school information
- Acquire video content from regional partners
- Develop Sherwood specific public service announcements

**Performance Measure:**

- Hours of new content and community information created each year

**Information Technologies**

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

Strategies:

Expand upon current server consolidation efforts to include storage consolidation

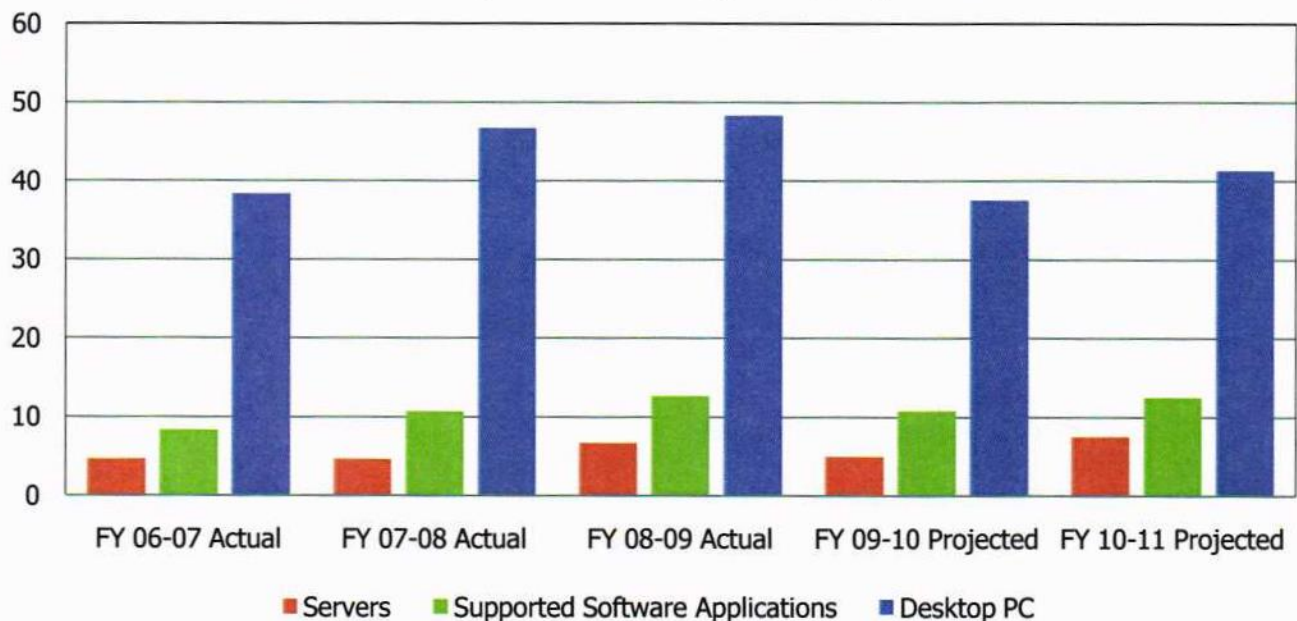
Activities:

- Expand the city's current storage system and increase its usability
- Move all city data to a consolidated storage architecture
- Deploy a system to protect this data to ensure recoverability in the event of a disaster

Performance Measure:

- Percent of storage space saved by consolidating storage systems.

### Number of Systems Supported per IT FTE





**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.

**Accomplishments**

- Retain, recruit and train a top quality work force.
- Manage all lines of insurance coverage for the City.
- Proactive Risk Management.
- Lead in employee advocacy.

**2010-2011 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
- Safety committee will meet monthly.

**Activities:**

- Continue using Assessment Center processes for qualifying applicants.
- Promote a healthy and productive work environment with on-going incentive plans.
- Manage employee health benefit plans and programs that are cost effective.
- Employee Advocacy through maintaining a positive work environment with employees and unions. Implementing positive evaluations for employee feedback.

**Performance Measures:**

- At least 90% of employees will participate in the wellness survey during benefit enrollment

**Human Resources & Risk Management**

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

Strategies:

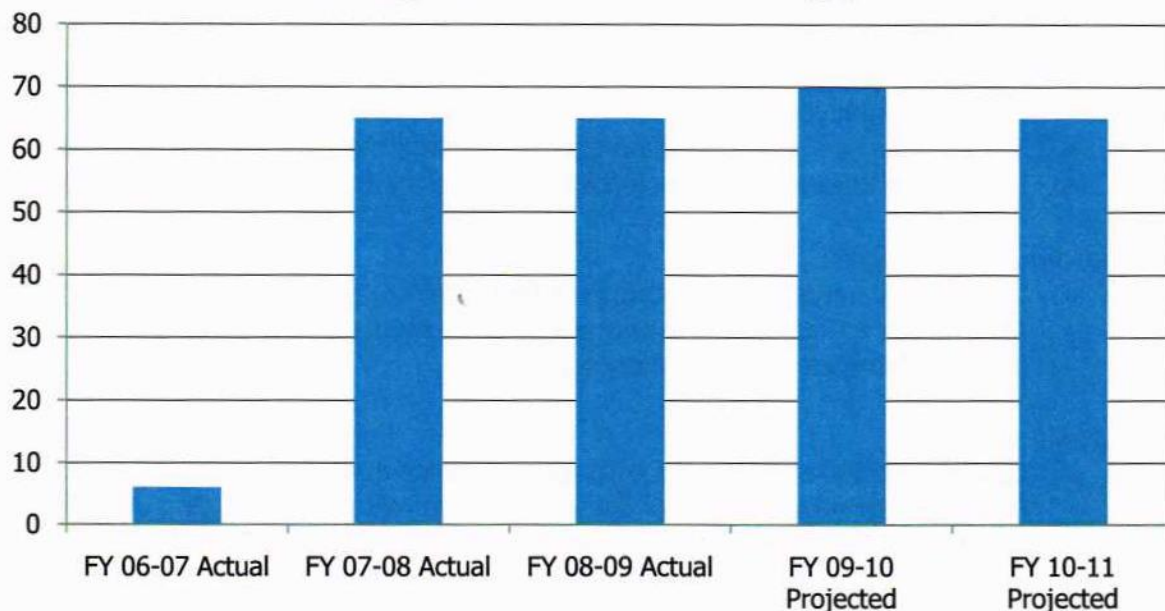
Develop and Implement Employee Training

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 HR Trends.
- Work with Manager/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:

- Complete phase 1 of employee online training program
- Conduct quarterly training for employees on wellness related topics
- Attended 90% of the HR Forum meetings

**Average Hours of Training per FTE**



**Finance**

The Finance department provides financial information, oversight and management. Finance is responsible for the annual budget, annual audit, debt management, payroll, cash management, reception, 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.

**Accomplishments**

- Received the GFOA Budget Award for Fiscal Year 2009-2010.
- Processed approximately 3,000 court citations, 2,500 arraignments, and 300, trials
- Implemented Online Credit Card Payments for Court Customers.
- Met all CAFR deadlines
- Completed approximately 650 Business License Renewals

**2010-2011 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 coordinate Comprehensive Annual Financial Report

**Performance Measure:**

- Meet all statutory requirements and deadlines with preparing the CAFR

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:**

- Meet all statutory requirements and deadlines with preparing the CAFR

**Finance**

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:

Provide excellent reception services for customers at City Hall

## Activities:

- Maintain knowledge of City departments and staff
- Assist customers with information referrals
- Assist customers with applicable forms and applications.

## Performance Measures:

- All phone calls are responded to within 24 hours
- Have staff available for Business License questions during all operating hours

Develop and Maintain Customer Oriented Court Administration

## Activities:

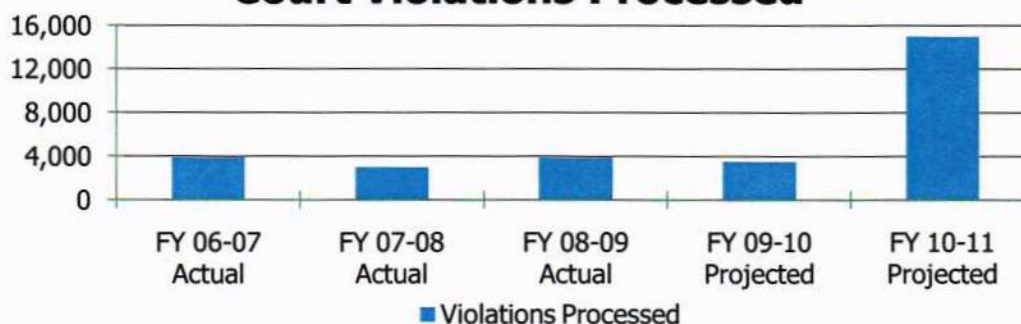
- Import and track citations
- Process arraignment and trial sessions
- Assure compliance with Oregon Statutes and Administrative Rules

## Performance Measures:

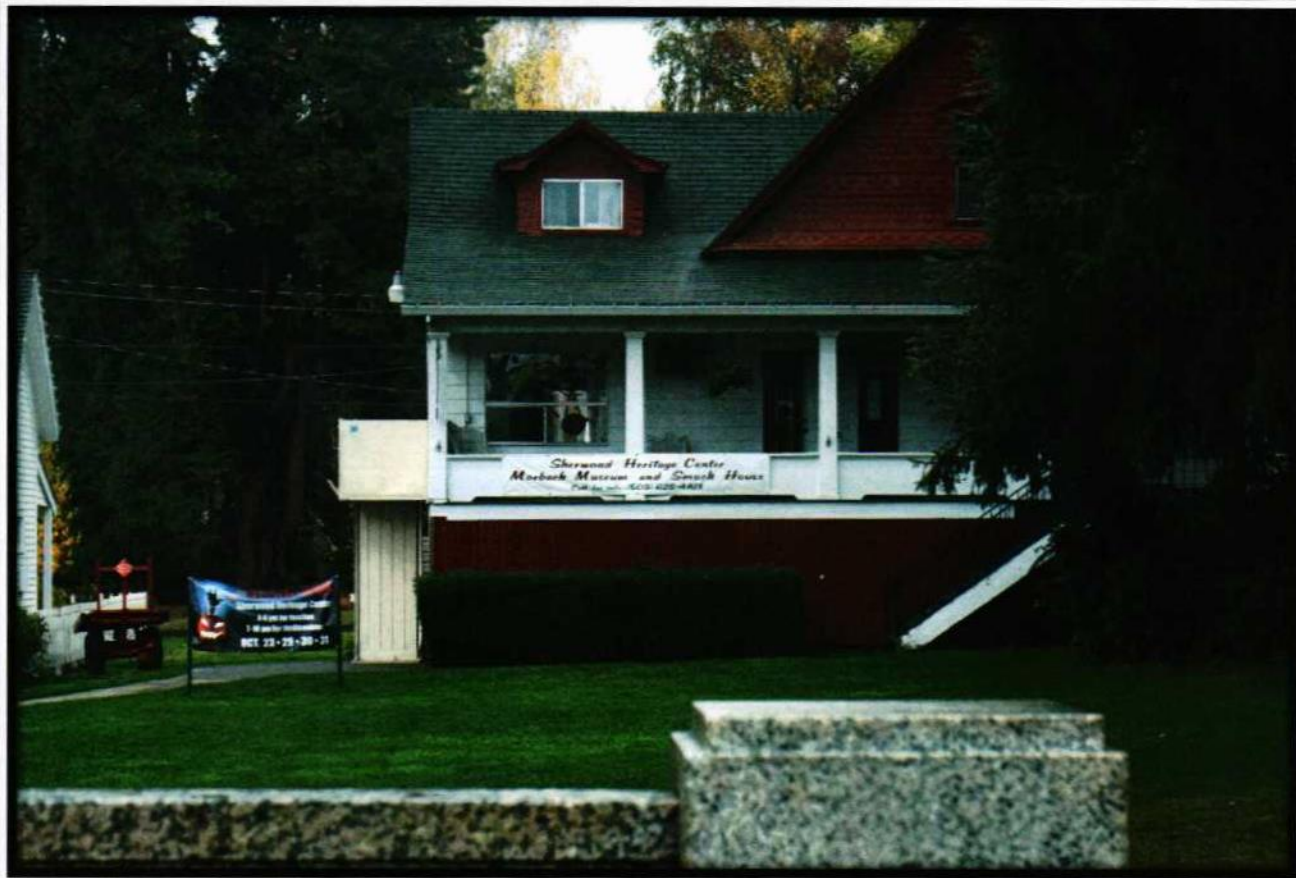
- All phone calls are responded to within 24 hours
- Mail correspondence is responded to within 5 days of receipt

This graph shows the number of Court violations processed each year. The large increase projected for fiscal year 10-11 is due to the implementation of photo red light.

**Court Violations Processed**







**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.

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2009-10 Projected	2010-11 Adopted
Revenue					
Intergovernmental	\$ 110,051	\$ 126,476	\$ 100,500	\$ 150,150	\$ 52,110
Charges for services	702,457	413,768	473,602	219,972	247,882
Infrastructure fees	333,479	36,617	178,350	177,350	166,024
Other	4,041		200	200	150
Transfers in & Other Sources		38,891			
Total revenue	1,150,029	615,752	752,652	547,672	466,166
Expenditures					
Personal services	1,085,423	929,730	839,456	833,372	831,795
Materials and services	666,909	562,076	457,378	461,756	426,731
Capital outlay	51				
Debt service					
Total expenditures	1,752,383	1,491,806	1,296,834	1,295,128	1,258,526
Net revenue (expenditures)	(602,354)	(876,055)	(544,182)	(747,456)	(792,360)

There are 70 water quality facilities that connect to the storm water collection and treatment system in Sherwood.



**Community Development Division****2010-2011 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 highest high level of customer service and development review.

**Activities:**

- Track time spent on activities including customer service

**Performance Measures**

- Timecards are completely filled out and reviewed by manager

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

Provide excellent customer services for citizen, developers and 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 in a timely manner
- Refine public involvement process to be more clear and inclusive

**Performance Measure**

- 80% of all Type III and IV applications have first public hearing within 6-8 weeks
- 90% of all Type II applications have decision issued within 8 weeks
- 100% of all Type 1 permits processed within 2 weeks
- Track and resolve all issues in a database format.

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

**Community Development Division**

## Performance Measure

- Keep stock of forms and applications available in the lobby at all times.
- Adopt current Statewide and Regional codes when required

**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

- Stock forms and applications in the lobby at all times.
- 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."***

## 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



**Community Development Division**

## 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:

- Adams Avenue South
- Adams Avenue North
- Oregon Street Railroad Crossing Improvement
- Gerda/Tualatin-Sherwood Signal
- Area 54/55 Upper Ladd Hill Regional Stormwater Facility
- Brookman Area Sanitary Sewer Downstream Upgrade
- Brookman Area Sanitary Sewer Conveyance System Extension Phase 1 and Phase 2
- Cedar Creek Trail Master Plan
- Pine Street Phase 2 Construction
- Sherwood Boulevard ARRA Pavement Overlay
- Downtown Streetscapes Phase 2

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

## Strategies:

Develop concept plans for undeveloped areas in the Urban Growth Boundary for implementation

## Activities:

- Area 54/55 Brookman
- Area 48 Industrial Area

## Performance Measure

- Successfully annex areas into the City of Sherwood

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

## Activities:

- Urban/Rural Reserve Process
- I-5/99W Connector
- Comprehensive Plan Periodic Review

## Performance Measure

- Adopt measures that will implement regional decisions into City Codes and Plans.

**Community Development Division**

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

Activities:

- Review sign code (wall signs, temporary signs)
- Review park and open space requirements
- Develop Commercial/Industrial design standards (finish)
- 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:

- Participate with partners on the Toquin Trail Master Plan
- Apply for applicable funds for street, bike and pedestrian facilities
- Cedar Creek Trail
- Stella Olsen Park Restroom Facilities

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:

- Cannery Public Infrastructure
- Downtown Streetscapes Phase II
- Snyder Park Subdivision
- Tannery Site Acquisition and Development



## Planning

The Planning Department is responsible for guiding, updating, and implementing the Comprehensive Plan, the long-range planning tool of the community, which envisions the design and function of Sherwood's built and natural environments. The essential duties of the Department are current planning, such as development review, permitting, and enforcement of the City's zoning code; long range planning that entails updates to the Comprehensive Plan and master planning; and special projects developed by the City Manager's Office and the Planning Commission, such as policy evaluation and site analysis. This year's budget reflects the continuation of the above technical services along with specific projects.

## Accomplishments

- Development and adoption of Adams Avenue North Area Concept Plan
- Development on Tonquin Employment Area Concept Plan
- Development and adoption of design standards for commercial and industrial developments
- Continued to process the majority of land use applications within 6-8 weeks
- Continued participation on the Tonquin Trail Master Plan in coordination with Metro, Wilsonville, Tualatin, Clackamas County and Washington County.
- Continued coordination and participation with regional partners on issues of regional and local importance.

## Land Use Applications Processed

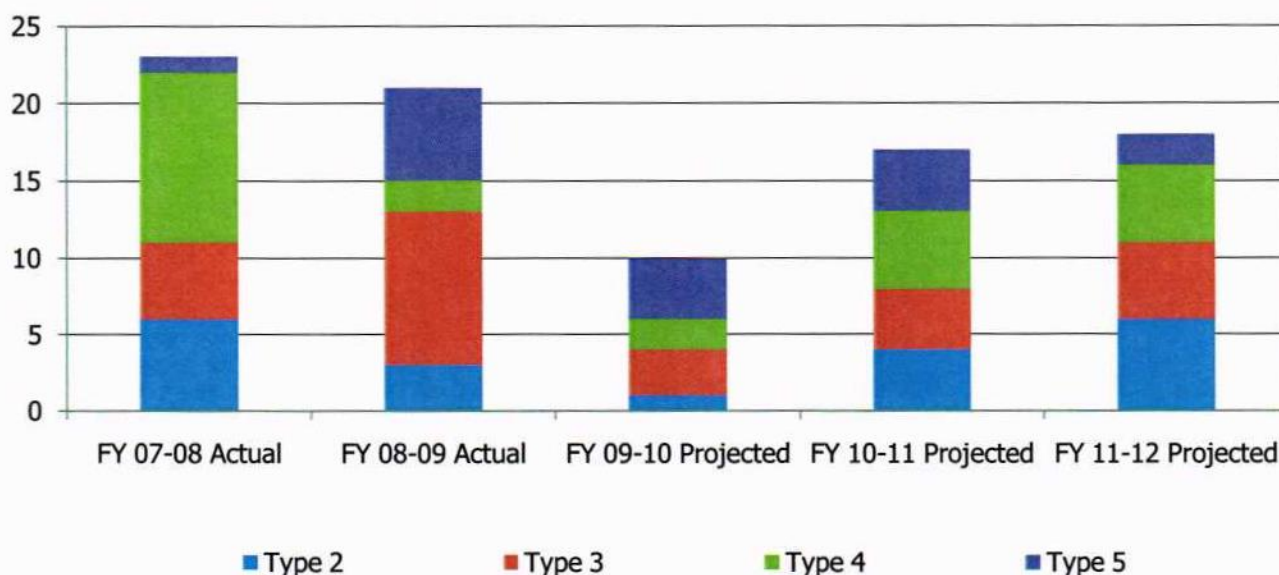
Type 2 applications are staff level decisions. Generally these are more straight forward and smaller in size.

Type 3 applications require a public hearing and decision by a Hearings Officer.

Type 4 applications require a public hearing and decision by the Planning Commission.

Type 5 applications require a legislative decision made by the City Council after a public hearing and recommendation from the Planning Commission and a public hearing at the Council level as well.

### Land Use Applications Processed



## Building

The Building Department responsibilities are to review and approve plans, issue permits, and perform inspections for new construction in compliance with the State of Oregon's building, mechanical, and plumbing codes. The Department assists the public with information relevant to the City's building development codes, works with local jurisdictions and builders in order to improve the construction standards in the city, and provides efficient service to the construction industry and the public.

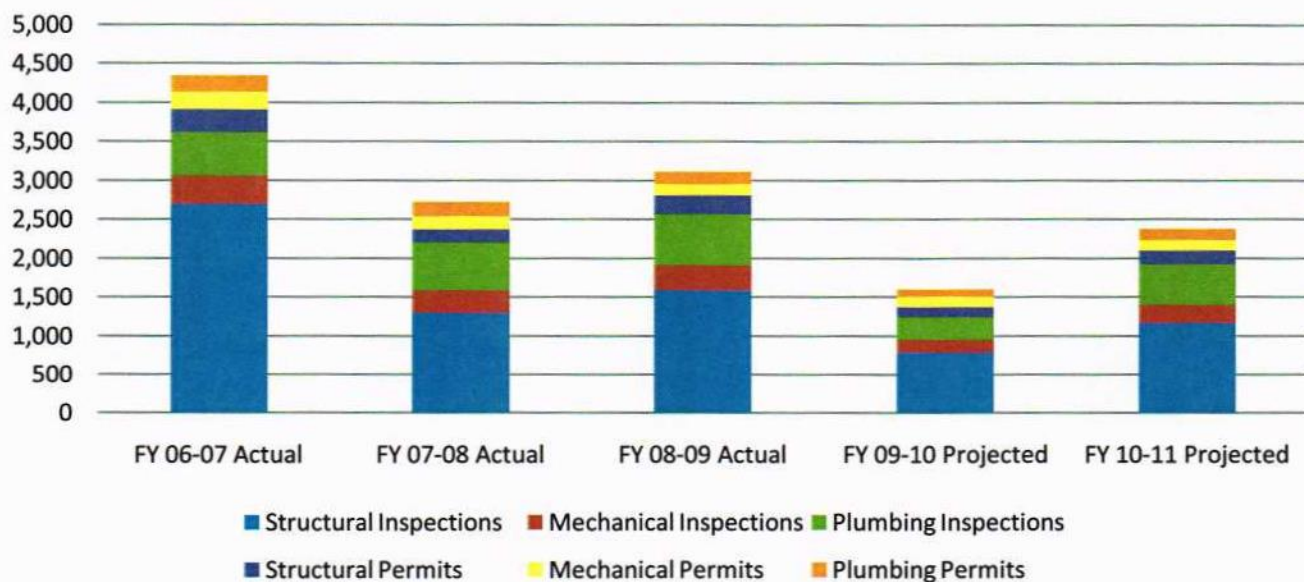
### Accomplishments

- As a team we completed all required inspections and issued final occupancy approvals for the new Laurel Ridge Middle School and Edy Ridge Elementary School.
- Issued final occupancy approval for the High School addition and remodel, with minimal disruptions to school activities that were in progress during the construction of the new buildings.
- Completed required inspections and approval of the new Sunset Reservoir and pump house.
- Provided final occupancy approvals for 183 new dwelling units at the Creekview Condominium site.
- We have continued to provide excellent, knowledgeable customer service to people planning any type of construction in Sherwood.
- We have continued to educate the public concerning permit requirements and the benefits permits provide in protecting their property and their safety.
- As a group submitted several articles to local publications with helpful information regarding when and why permits are needed.

**FTE per year to process permits and inspections**

FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Projected	FY 10-11 Projected
6	4	3.5	3	2.75

### Building Permits and Inspections





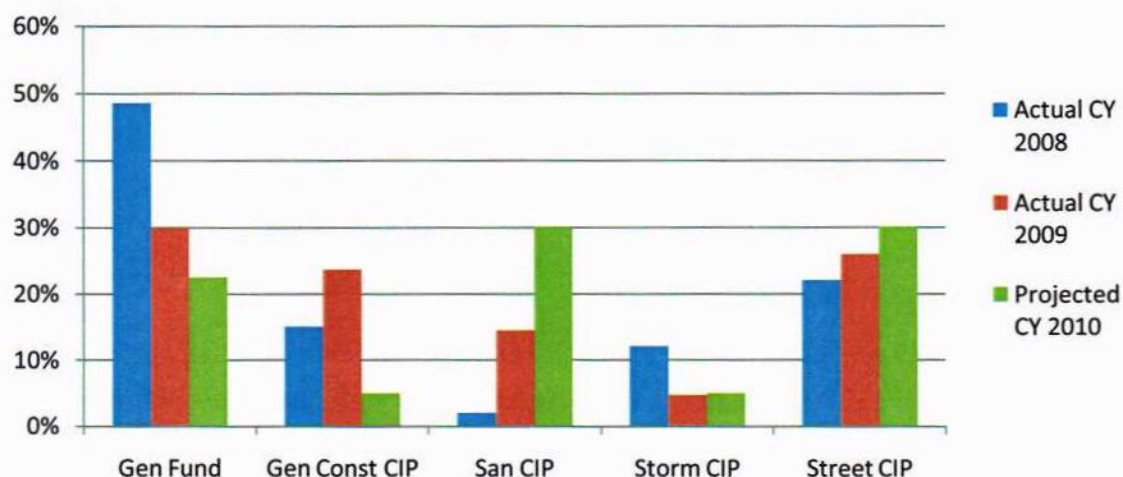
## Engineering

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.

### Accomplishments

- Completed construction of the SW 3<sup>rd</sup> Street Sanitary Sewer Extension.
- Completed construction of the Stella Olsen Park Bridge and associated Cedar Creek Trail section.
- Completed the Cedar Creek Trail feasibility study on time and within budget.
- Obtained annexation of the North Adams Avenue area. Continue to work towards successful negotiations for development of the public infrastructure serving the North Adams Avenue area.
- Completed in-house design and construction of the Washington Street Off-Street Parking Lot project.
- Completed Construction of the Stella Olsen Stage Cover project within budget.
- Completed in-house design and construction of the SW 1<sup>st</sup> Street Pavement Rehabilitation project on time and within budget.
- Completed the in-house design and construction of the SW 2<sup>nd</sup> Street Pavement Rehabilitation project on time and within budget.
- Completed the in-house design and construction of the SW 11<sup>th</sup> Court and SW Sunset Court Pavement Rehabilitation projects on time and within budget.
- Obtained \$430,000 worth of ODOT Funding through the American Recovery and Reinvestment Act of 2009 (ARRA), for the pavement rehabilitation of SW Sherwood Boulevard between SW 3<sup>rd</sup> Street and SW Langer Drive.
- Provided review and approval for several private development projects within the City.

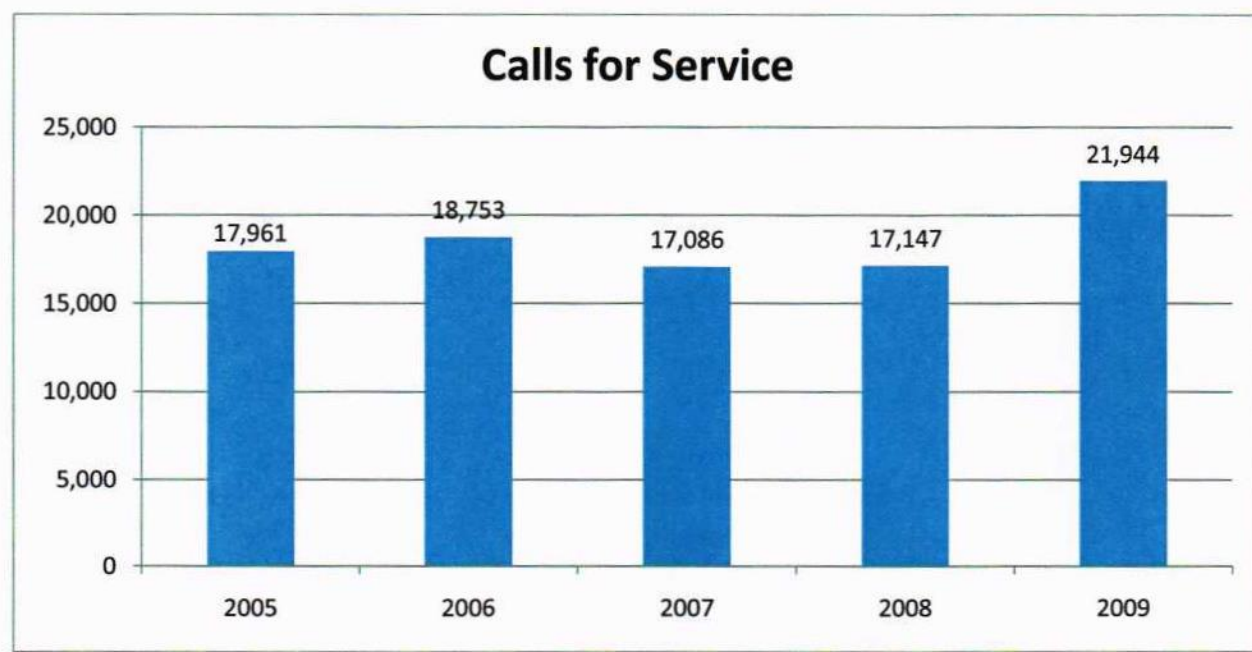
### Engineering Personal Services Allocation



**Public Safety Division**

The Division of Public Safety coordinates all public safety services for the Sherwood Community. Public Safety includes all law enforcement services delivered through the Police Department and all emergency operations services delivered through the Emergency Management Department. The Public Safety Division's focus is to work with our statewide, regional and community partners on developing a coordinated and integrated approach that allows for the most efficient delivery of public safety services

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2009-10 Projected	2010-11 Adopted
<b>Revenue</b>					
Licenses and permits	14,213	11,625	10,000	10,000	10,400
Intergovernmental	82,760	16,961	292,200	128,300	190,600
Charges for services	2,880	3,218	3,000	2,200	3,000
Fines, interest and other	50,323	39,364	47,000	6,000	26,500
<b>Total revenue</b>	<b>150,175</b>	<b>71,167</b>	<b>352,200</b>	<b>146,500</b>	<b>230,500</b>
<b>Expenditures</b>					
Personal services	2,249,242	2,388,532	2,506,322	2,449,762	2,641,967
Materials and services	1,383,531	1,420,627	1,267,527	1,288,814	1,615,439
Capital outlay	141,605	31,899	315,360	145,960	194,400
Transfers out & Other					
<b>Total expenditures</b>	<b>3,774,378</b>	<b>3,841,057</b>	<b>4,089,209</b>	<b>3,884,536</b>	<b>4,451,806</b>
<b>Net revenue (expenditures)</b>	<b>(3,624,202)</b>	<b>(3,769,889)</b>	<b>(3,737,009)</b>	<b>(3,738,036)</b>	<b>(4,221,306)</b>





## **Police**

### **Vision**

The men and women of the Sherwood Police Department are committed to becoming a highly respected police agency that will exemplify the pinnacle of law enforcement. We will strive to be technically superior and constantly evolving. We will become an agency of destination for professional law enforcement officers. We will remain flexible while keeping ahead of growth and we will establish ourselves as pacesetters in the law enforcement community.

### **Mission**

"The City of Sherwood Police Department is dedicated to providing a safe and secure environment and preserving the quality of life for its citizens and community."

We accomplish the above mission by establishing and maintaining effective law enforcement services for the City through a focused application of Community Policing.

The police department is comprised of three (3) organizational sections;

- The Administration Section is managed by the Chief of Police and provides overall leadership, direction and guidance for the police department. This includes policy development, budget development and accountability, community and city involvement, regional involvement, labor relations, Chaplaincy and Emergency Management. The Administrative Section includes the Chief of Police, two (2) Police Captains, Emergency Management Coordinator and administrative staff.
- The Patrol Section is managed by a Police Captain and provides leadership, direction and supervision of the daily operations of the police department. These operations include patrol services, traffic enforcement services, tactical response and preparation, community activities and events, police canines and police reserves.
- The Support Section is managed by a Police Captain and provides leadership, direction and supervision of the support functions of the police department. These functions include special investigation services, juvenile services, property and evidence, training, records and information systems, professional standards, public information, human resource and hiring liaison, risk management and mitigation and code compliance.

### **Values**

The City of Sherwood Police Department Values and Promotes:

**Integrity** - Upright in action and resolute in conviction.

**Professionalism** - Character, competence, proficiency and training.

**Accountability** - Responsible, self-disciplined and transparent.

**Reliability** - Vigilant, responsive and steadfast.

**Courage** - Strength in the face of danger or uncertainty.

**Compassion** - Understanding, human and kind.

**Police****Accomplishments**

- Reached 100% department staffing within budgetary allowances
- Allocated all departmental command and supervisory responsibilities regarding critical internal systems
- Received and responded to 20 out of 20 personnel complaints
- Maintained supervisory coverage and availability 100% of the time
- Responded to 35 out of 35 traffic complaints
- Conducted 12 traffic surveys
- Implemented a data driven intersection crash reduction and red light violation program
- Participated in 9 community events
- Hosted four quarterly Chief Chats

**2010-2011 Goals, Strategies, Values, Activities, and Performance Measures**

The City of Sherwood Police Department supports the **Public Safety** and **Resident Well Being** Goals established by City leaders.

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

**Strategies:**

Provide effective department leadership and critical systems oversight.

**Activities:**

- Provide effective leadership and direction from all levels of supervision, including Sergeants, Captains and the Police Chief
- Develop and implement critical internal systems

**Performance Measures:**

- Chief will allocate 15% of available time for subordinate employee interaction and development
- Captains will allocate 25% of available time for subordinate employee interaction and development
- Sergeants will allocate 50% of available time for subordinate employee interaction and development
- Establish an information technology application for all internal systems

Provide for responsive and preventative patrol services and community response.

**Activities:**

- Recruit, Hire and retain competent police officers
- Deploy adequate staffing levels 24 hours a day (Current is 2 FTE, optimum would be 3 FTE)
- Establish a broad-based crime prevention and education program
- Maintain adequate supervision



**Police**

## Performance Measures:

- Reach 100% department staffing within budgetary allowances
- Expand and implement Community Watch program, including Community Academy

Provide for effective and responsive traffic safety.

## Activities:

- Maintain current traffic safety officer(s)
- Implement child safety initiatives
- Provide traffic crash response and investigation
- Maintain adequate supervision

## Performance Measures:

- Respond to 100% of traffic safety complaints
- Conduct a minimum of two child safety seat inspection clinics

Provide for effective and responsive support services.

## Activities:

- Maintain a specialized investigative unit and capabilities
- Utilize existing resources to address juvenile related demands
- Maintain and improve internal in-service training and instructor development
- Maintain adequate supervision

## Performance Measures:

- Allocate 50% of one Detective to local and regional drug investigations
- Provide 60 hours of annual in-service training

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

## Strategies:

Respond to life safety and community livability concerns.

## Activities:

- Provide community caretaking services
- Respond to medical calls
- Provide emergency social services
- Provide code compliance services and enforcement

## Performance Measure:

- Maintain relevant certifications and response capabilities to issues of life safety and community caretaking

**Police**

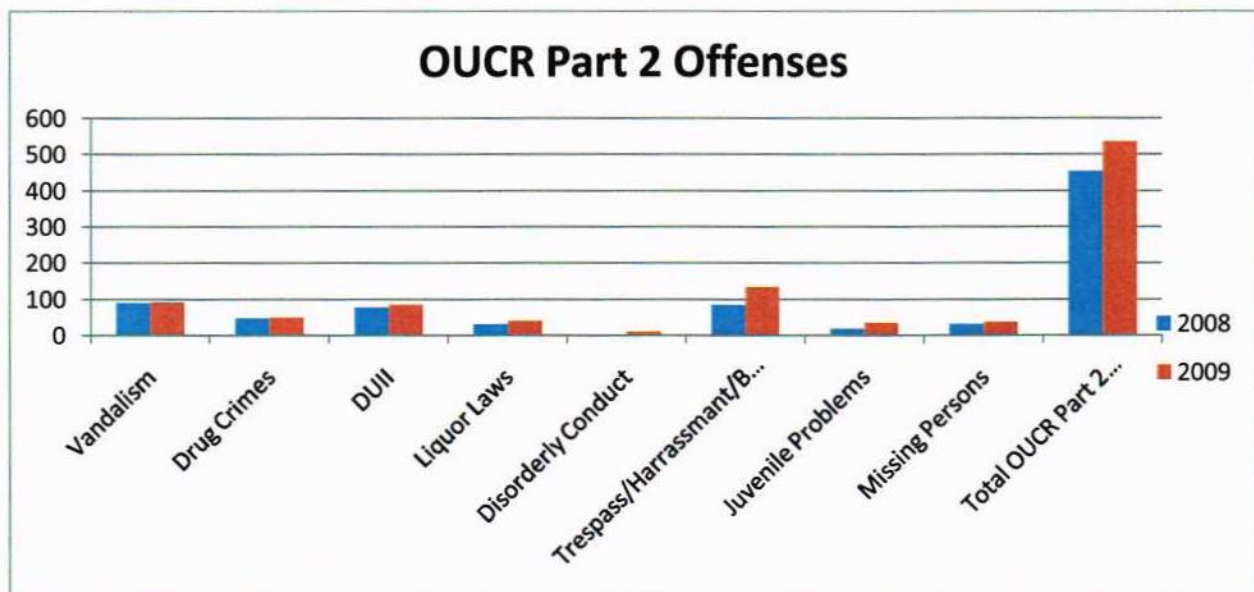
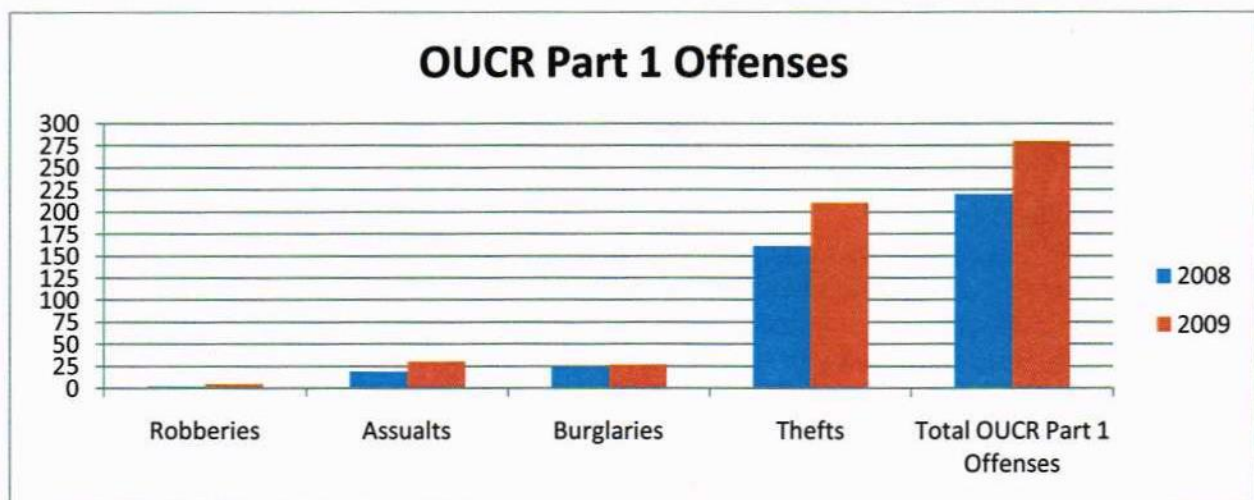
Engage and partner with community groups and activities.

**Activities:**

- Provide leadership in the planning and coordination of community events
- Participate in civic organizations
- Maintain support for Oregon Special Olympics

**Performance Measure:**

- Develop Incident Action Plans for all community events that exceed 10 hours or 1,000 attendees





## **Emergency Management**

### **Vision**

The Emergency Management and Preparedness component of the Sherwood Public Safety Division is committed to facilitating and coordinating all activities necessary to attain the highest levels of readiness as it assists the City of Sherwood Staff, Businesses, and Residents Plan and Prepare For, Mitigate Against, Respond To, and Recover From Emergency situations and events.

### **Mission**

"The City of Sherwood Emergency Management Department is dedicated to enhancing livability by encouraging resilience, preparation, and cooperation in order to preserve the quality of life for Sherwood's citizens and community both before, during, and after a major emergency event."

### **Values**

The City of Sherwood Emergency Management Department Values and Promotes:

**Collaboration**-Development of productive relationships in a team environment.

**Initiative**-Constant and ongoing positive steps toward established goals and objectives.

**Inclusiveness**-Bring together all stake holders – Staff, Businesses, Residents.

**Accountability**-Responsible, self-disciplined, self-reliant, and transparent.

**Professional**-Focus on education, training, public stewardship, and continuous improvement.

**Compassion**-Aware of and considering the needs of ALL, especially the most vulnerable.

### **Accomplishments**

- Published and circulated a monthly emergency preparedness newsletter
- Participated in 100% of community events through pre-planning & contingency planning
- Coordinated and facilitated emergency operations exercises for city staff
- Conducted training and simulated activations of the Emergency Operations Center
- Formerly established the Community Emergency Response Team and conducted three training courses
- Began establishing a fully trained and prepared CERT, currently at approximately 30 members

### **2010-2011 Goals, Strategies, Values, Activities, and Performance Measures**

The City of Sherwood Emergency Management Department supports the **Public Safety** and **Infrastructure** Goals established by City leaders.

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

#### **Strategies:**

Provide an effective, comprehensive and community based approach to emergency preparedness.

**Emergency Management**

## Activities:

- Maintain, update and continue to develop the Emergency Management Plan and Emergency Operations Guide
- Maintain an all hazards approach to overall emergency management and planning
- Maintain a state of preparedness within city staff and the community

## Performance Measures:

- Conduct quarterly city leadership team training on the Emergency Management Plan
- Attend monthly meetings with police department staff and fire department staff on coordinated emergency planning

Maintain a well trained and responsive city staff.

## Activities:

- Facilitate ongoing NIMS compliant training for all city staff
- Facilitate advanced training for EOC General Staff

## Performance Measures:

- Conduct a minimum of two basic level ICS training classes
- Conduct a minimum of one advanced training for General Staff

Establish information technology systems to provide timely and effective notification of emergency situations and information.

## Activities:

- Utilize existing technology to provide weather and other hazard alerts to city staff and the community
- Maintain the Emergency Management Newsletter
- Investigate and develop other means of emergency notification

## Performance Measures:

- Publish a minimum of 12 Emergency Management newsletters
- Develop an alternative method of notification to be used during an emergency

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

## Strategies:

Maintain the resilience and continuity in all emergency management systems and infrastructure.

## Activities:

- Conduct quarterly exercises that evaluate the readiness of city staff and systems
- Maintain an effective Emergency Operations Center
- Strengthen regional partnerships in support of city staff and systems

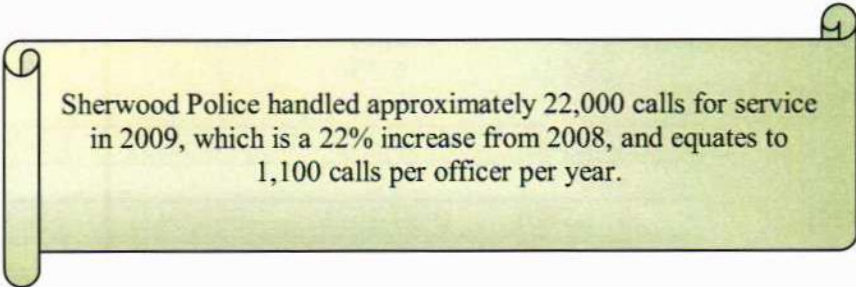


**Emergency Management**

- Maintain local partnerships that will assist in providing for the needs of the community during an emergency

**Performance Measures:**

- Conduct a minimum of four city exercises
- Facilitate a minimum of one readiness inspection of the EOC by an outside consultant
- Become a formal partner agency to both the State OEM and the County OCEM
- Meet quarterly with local community partners such as the YMCA, Sherwood School District and others as needed



Sherwood Police handled approximately 22,000 calls for service in 2009, which is a 22% increase from 2008, and equates to 1,100 calls per officer per year.

**Community Services Division**

The Community Services Department encompasses Library services, the Sherwood Old Town Field House operations, volunteer services, field and gym scheduling, and the coordinating and planning of various cultural activities and 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.

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2009-10 Projected	2010-11 Adopted
Revenue					
Intergovernmental	598,604	663,427	676,381	682,039	711,349
Charges for services	174,806	210,022	146,445	146,445	182,685
Fines, interest and other	35,110	34,384	30,000	35,000	33,000
Total revenue	808,520	907,833	852,826	863,484	927,034
Expenditures					
Personal services	758,513	800,555	838,114	862,521	920,216
Materials and services	586,585	590,885	584,252	559,845	707,168
Debt service	25,002	6,250	25,002	25,002	25,002
Transfers out & Other Expenses					
Total expenditures	1,370,100	1,397,690	1,447,368	1,447,368	1,652,386
Net revenue (expenditures)	(561,580)	(489,857)	(594,542)	(583,884)	(725,352)

In FY08-09 the Sherwood Public Library shared the love of reading with 12,838 local youngsters and their parents through story times and the annual Summer Reading Program.



**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.

**Accomplishments**

- Increase in circulation (over 8% in 2009; over 45% in the past five years)
- Continued significant trend in patrons registered (over 1500 new patrons in 2009)
- Volunteer program allows staff greater opportunity to develop and offer additional programs and services (offered 12 library programs in 2009, only two in 2008)
- Greatly improved atmosphere in the Library is a direct result of policies developed to give staff the tools and consistent procedures to use when patron behavior becomes unruly and unwelcoming
- Public access computers support the City's information technology infrastructure. Patrons logged over 12,000 hours of Internet use in 2009
- Focus on excellent services for the local community (85% of circulation to Sherwood residents & 91% total active registered patrons)
- Regularly scheduled weekly story times educate and entertain over 600 children each month improving early literacy and school readiness

**2010-2011 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
- Increase 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 programming opportunities such as Summer Reading and Story Times

**Performance Measures:**

- Provide 60 hours of library service a week
- Utilize 1200 hours of volunteer time
- Serve 1200 local children through the Summer Reading Program

**Library**

Provide excellent customer service

Activities:

- Maintain a knowledgeable and trained staff
- Assist customers with information and referrals
- Provide 60 hours of Library services each week

Performance Measures:

- Provide quarterly opportunities for staff training
- Respond to virtual queries within 24 hours

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

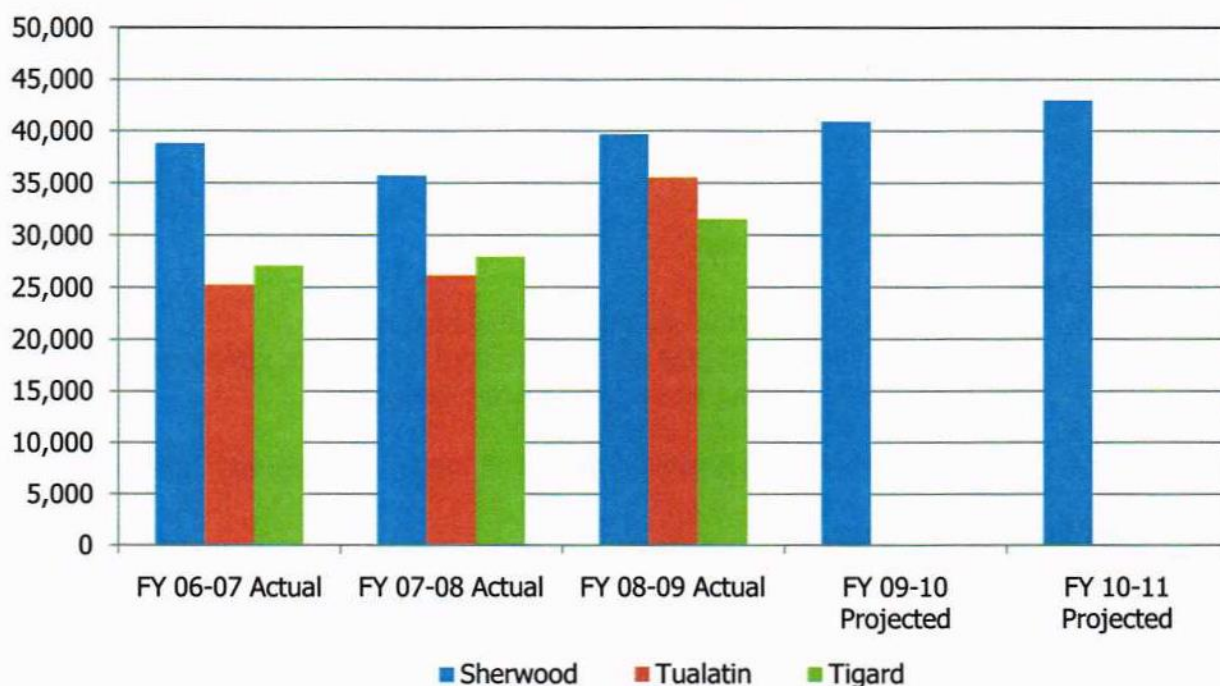
Activities:

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

Performance Measures:

- Provide six programs annually through local partnerships

### Library Circulation per FTE





**Field House**

The Sherwood Old Town Field House opened in 2005 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 soccer, football, softball, and lacrosse. The Field House is also available for private rentals, birthday parties, pre-school play, dances, company picnics, and sports clinics.

**Accomplishments**

- Increased revenue by 20%
- Installed an AED machine
- Offered 3 mornings each week of preschool play during the school year
- Rented the facility for home school P.E. during non peak hours

**2010-2011 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 25,000 people
- Increase rentals by 10%

Provide excellent customer service to those that visit the Field House

**Activities:**

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

**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 YMCA, the Senior Center and other community groups.

**Accomplishments**

- Added a stage cover to the Stella Olsen Park amphitheater
- Completed Stella Olsen Parking lot
- Completed the Cedar Creek Trail Feasibility Study
- Added two Tennis Courts on top of the reservoir at Snyder Park
- Increased volunteer hours by 86%
- Offered 7 weeks of Music on the Green to 1000-1200 people each week
- Showed three Movies in the Park to an estimated crowd of 300-400 each week
- Offered two weeks of Missoula Children's Theatre to 120 kids and their families

**2010-2011 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
- Offer opportunities for citizens to volunteer

**Performance Measures:**

- Provide 2500 hours of volunteer work
- Raise \$10,000 in sponsorship for Music on the Green
- Secure presenting sponsor for Movies in the Park



**FINANCIALS****COMMUNITY SERVICES****Grant Requests**

Organization	Requested 09-10	Adopted 09-10	In-Kind 09-10	Requested 10-11		Adopted 10-11
				Cash	In-Kind	
Robin Hood Festival	\$ 15,000	\$15,000	\$ 7,050	\$16,000*	\$ 7,500	\$16,000**
Holiday Tree Lighting & Parade			\$ 6,150		\$ 6,700	
Cruisin			\$ 9,426			
Song Bird Festival			\$ 1,650			
Run for the Roses	\$ 5,000 *		\$ 1,200			
Sherwood Senior Citizens Inc.	\$ 5,000 *			\$ 8,000		\$ 8,000
Loaves and Fishes	\$ 5,000 *					
Raindrops To Refuge	\$ 10,000	\$ 5,000		\$ 7,000	\$ 300	\$ 7,000
Sherwood Cultural Arts Com.	\$ 5,000	\$ 5,000		\$ 5,000		\$ 5,000
Sherwood Foundation for the Arts	\$ 6,100	\$ 6,100			\$ 5,000	\$ 2,500**
Sherwood Historical Society	\$11,000		\$ 11,000	\$ 7,500		\$ 4,500***
Community Action				\$ 2,000		\$ 2,000
Faith in Action				\$ 1,000		\$ 1,000
<b>TOTAL</b>	<b>\$62,100</b>	<b>\$31,100</b>	<b>\$36,476</b>	<b>\$ 46,500</b>	<b>\$ 19,500</b>	<b>\$46,000</b>

\* Grant requests were received after the December 30<sup>th</sup> deadline.

\*\* Organizations that requested in kind services that have been approved in addition to the cash donations.

\*\*\* The \$4,500 will be added to the Public Works Facilities budget to go towards repairing the porch at the Morbak house. These repairs will be performed in lieu of a financial donation to the Historical Society.

In fiscal year 2008-2009 the Old Town Field House served 29,384 people.

**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.

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2009-10 Projected	2010-11 Adopted
<b>Revenue</b>					
Intergovernmental	500	100,500	54,022	54,022	137,947
Charges for services	4,320	4,705	3,555	4,957	3,555
Fines, interest and other		53,095	60,000	41,773	34,800
<b>Total revenue</b>	<b>4,820</b>	<b>158,300</b>	<b>117,577</b>	<b>100,752</b>	<b>176,302</b>
<b>Expenditures</b>					
Personal services	946,127	546,271	597,272	613,633	720,805
Materials and services	(191,101)	120,573	295,949	279,588	258,533
Capital outlay	65,598	34,148	82,000	82,000	178,000
Debt service	25,002	6,250	25,002	25,002	25,002
Transfers out & other uses	27,663		11,500	11,500	
<b>Total expenditures</b>	<b>873,288</b>	<b>707,242</b>	<b>1,011,723</b>	<b>1,011,723</b>	<b>1,182,341</b>
<b>Net revenue (expenditures)</b>	<b>(868,468)</b>	<b>(548,942)</b>	<b>(894,146)</b>	<b>(910,971)</b>	<b>(1,006,039)</b>

The city picks up 68 trash cans of garbage 964 times per year.



**Facilities & Administration**

The Facilities and Administration Department is responsible for the environmental health, safety, operation maintenance and repair of all city facilities.

**Accomplishments**

- Track all work using work order system.
- Provided training to all Public Works employees for continued growth opportunities.
- Provided upgraded technology to allow each division to work more efficiently.
- Provided City wide GIS support.
- Prepare and oversee implementation of each division budget.
- Completed several bid proposals for maintenance projects, equipment and consulting services.
- Ensure city owned facilities are maintained in accordance to city, state and federal regulations.
- Provide set up and take down for Kids Reading, City Council, Planning Commission and Court.
- Track all work using work order system.
- Provided training to all Public Works.
- Completed maintenance and repairs on 656 vehicles and/or equipment.
- Purchased 100% of budgeted equipment.

**2010-11 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."*

**Strategies:**

Administrative: Provide leadership and management in support of city strategic plans, objectives, values and goals.

**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 to improve the asset management work order system (HANSEN).
- Continue participation of city-wide emergency management training plan and participate at county level.
- Provide management and administrative support to the public work divisions for water distribution, wastewater collection, street maintenance, stormwater maintenance, parks, fleet/facility maintenance.
- 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.

**Facilities & Administration**

## Performance Measures

- Annual reporting to State for boiler system, elevators, etc.
- Will inspect city buildings weekly and will perform maintenance as needed.
- Will inspect contractual work.
- Will complete over 200 meeting set up and take downs during the year.
- Will maintain rental offices at Sherwood Office Complex.
- Public Works will continue to train staff to NIMS compliance and will meet with regional partners to plan for emergency events.
- Will respond to all emergency after-hour calls.
- Will track all work for accountability through asset management system (work orders).
- Will complete and stay within the approved budget.
- Negotiate with regional partners.
- Will respond to all customer service calls through the city's asset management system.
- Will continue to provide accurate data to citizens, regional partners and all city staff.
- Will continue to look for regional water partnerships.

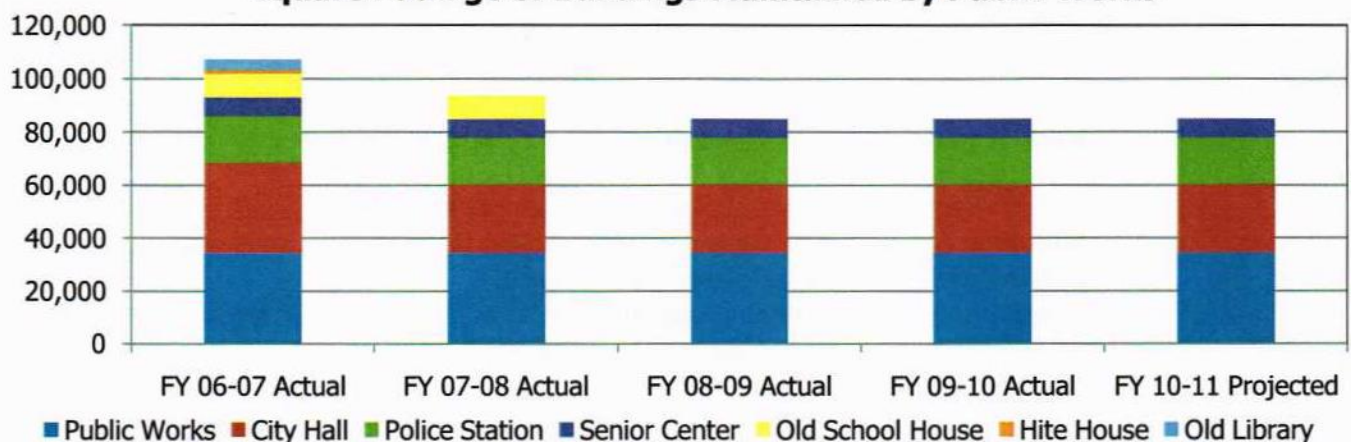
Fleet: Repair and maintain all city vehicles and equipment to industry standards.

## 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

- Will complete maintenance and repairs on all city vehicles and equipment.
- We will purchase all equipment and vehicles per approved budget.

**Square Footage of Buildings Maintained by Public Works**



**Parks**

The Parks Department maintains the parks, trail systems and athletic fields for the City.

**Accomplishments**

- Provided playground inspections weekly during the year through peak use and bi-weekly during off season.
- Provided weekly mowing for parks and athletic fields for 40 weeks out of the year.
- Provided trash pickup three times a week during peak usage.
- Track all work using work order system.

**2010-11 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."*

**Strategies:**

Maintain the parks, trail systems and athletic fields for the citizens of Sherwood and other visitors.

**Activities**

- Maintain all city park areas and facilities 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), which maximizes water efficiency.
- Maintain and repair artificial turf.
- Provide park reservations.
- Maintain trail system.

**Performance Measures**

- Will provide weekly playground inspections at all city playground locations.
- Will provide trash pick up a minimum of 3 times per week during peak season.
- Will maintain all city irrigation heads.
- Will establish and maintain scheduled maintenance for all turf fields.
- Will maintain all park shelters and will issue park reservations.
- Will provide inspections of HOA and City trails; will maintain city-trails up to six (6) times per year.
- Will provide 7-day per week coverage during peak season.
- Will provide weekly mowing for 36 weeks of the year and will apply fertilizer a minimum of 6 times per year.

**Asset Depreciation Fund**

The Asset Depreciation Fund is a reserve fund, defined in Oregon budget law, which accumulates money from year to year to provide for the unexpected purchase, improvement, or repairs of major capital assets, such as city buildings.

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2009-10 Projected	2010-11 Proposed	2010-11 Approved	2010-11 Adopted
<b>SOURCES</b>							
Beginning fund balance	\$ 186,158	\$ 293,942	\$ 326,787	\$ 353,626	\$ 442,629	\$ 442,629	\$ 442,629
Revenue							
Fines, interest and other	7,784	5,470	9,000	9,000			
Total revenue	7,784	5,470	9,000	9,000	-	-	-
Other sources							
Transfers in	100,000	74,000	130,004	130,004	419,800	419,800	114,000
Total other sources	100,000	74,000	130,004	130,004	419,800	419,800	114,000
<b>Total sources</b>	<b>293,942</b>	<b>373,412</b>	<b>465,791</b>	<b>492,629</b>	<b>862,429</b>	<b>862,429</b>	<b>556,629</b>
<b>USES</b>							
Expenditures							
Personal services							
Total personal services	-	-	-	-	-	-	-
Materials and services					100,000	100,000	100,000
Total materials & services	-	-	-	-	100,000	100,000	100,000
Capital outlay					254,000	254,000	254,000
Total capital outlay	-	-	50,000	50,000	254,000	254,000	254,000
Debt service							
Total debt service	-	-	-	-	-	-	-
Total expenditures	-	-	50,000	50,000	354,000	354,000	354,000
Other uses							
Transfers out		19,786					
Ending Fund Balance	293,942	353,626					
Contingency			415,791	442,629	508,429	508,429	202,629
<b>Total uses</b>	<b>293,942</b>	<b>373,412</b>	<b>465,791</b>	<b>492,629</b>	<b>862,429</b>	<b>862,429</b>	<b>556,629</b>

The streets crew maintains 1,592 street signs every year.



**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.

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2009-10 Projected	2010-11 Proposed	2010-11 Approved	2010-11 Adopted
<b>SOURCES</b>							
Beginning fund balance	\$ 104,833	\$ 142,389	\$ 17,543	\$ 27,999	\$ 10,999	\$ 10,999	\$ 10,999
Revenue							
Taxes	979,034	818,113	916,700	916,700	913,276	913,276	913,276
Fines, interest and other	14,660	5,998	2,000	2,000			
Total revenue	993,694	824,111	918,700	918,700	913,276	913,276	913,276
Other sources							
Total other sources	-	-	-	-	-	-	-
<b>Total sources</b>	<b>1,098,527</b>	<b>966,500</b>	<b>936,243</b>	<b>946,699</b>	<b>924,275</b>	<b>924,275</b>	<b>924,275</b>
<b>USES</b>							
Expenditures							
Personal services							
Total personal services	-	-	-	-	-	-	-
Materials and services							
Other purchased services							
Total materials & services	-	-	-	-	-	-	-
Capital outlay							
Total capital outlay	-	-	-	-	-	-	-
Debt service							
Principal	655,000	655,000	670,000	670,000	675,000	675,000	675,000
Interest	301,139	283,501	265,700	265,700	246,276	246,276	246,276
Total debt service	956,139	938,501	935,700	935,700	921,276	921,276	921,276
Total expenditures	956,139	938,501	935,700	935,700	921,276	921,276	921,276
Other uses							
Ending Fund Balance	142,389	27,999					
Contingency			543	10,999	2,999	2,999	2,999
<b>Total uses</b>	<b>1,098,527</b>	<b>966,500</b>	<b>936,243</b>	<b>946,699</b>	<b>924,275</b>	<b>924,275</b>	<b>924,275</b>

The City's street sweeping service is completed monthly during the last full week of the month.





# FINANCIALS

# WATER FUND IN TOTAL

## 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

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2009-10 Projected	2010-11 Proposed	2010-11 Approved	2010-11 Adopted
<b>SOURCES</b>							
Beginning fund balance	\$ 13,328,388	\$ 8,746,258	\$ 7,659,790	\$ 8,714,110	\$ 12,964,218	\$ 12,964,218	\$ 12,964,218
Revenue							
Intergovernmental		\$ 1,273,556	\$ 2,000,000	1,500,000	\$ 500,000	\$ 500,000	\$ 500,000
Charges for services	2,867,092	3,445,457	4,286,812	4,286,812	4,482,680	4,482,680	4,482,680
Infrastructure devel fees	249,045	387,435	270,000	255,000	66,000	66,000	66,000
Fines, interest and other	566,119	408,758	470,398	184,883	40,344	40,344	40,344
Total revenue	3,682,257	5,515,206	7,027,210	6,226,695	5,089,024	5,089,024	5,089,024
Other sources	451	5,596,252	16,210,013	16,410,013	6,160,000	6,160,000	6,160,000
Total other sources	451	5,596,252	16,210,013	16,410,013	6,160,000	6,160,000	6,160,000
<b>Total sources</b>	<b>17,011,095</b>	<b>19,857,715</b>	<b>30,897,013</b>	<b>31,350,818</b>	<b>24,213,242</b>	<b>24,213,242</b>	<b>24,213,242</b>
<b>USES</b>							
Expenditures							
Personal services							
Salaries and wages	28,601	207,492	542,568	474,028	452,211	452,211	452,211
Payroll taxes	2,550	20,156	62,427	54,772	55,023	55,023	55,023
Benefits	10,105	79,169	191,499	174,231	172,106	172,106	172,106
Total personal services	41,257	306,817	796,494	703,031	679,340	679,340	679,340
Materials and services							
Professional & technical	3,194,498	9,712,914	740,472	747,797	687,000	687,000	687,000
Facility and equipment	55,751	74,823	161,440	153,440	158,664	158,664	158,664
Other purchased serv	183,489	196,268	346,388	328,877	401,508	401,508	401,508
Supplies	1,118	39,092	137,428	137,428	149,672	149,672	149,672
Community Activities					300	300	300
Minor equipment	97,622	42,603	39,000	31,992	13,040	13,040	13,040
Other Materials & Services	191,110	105,930	259,211	268,979	296,680	296,680	296,680
Total materials & serv	3,723,588	10,171,630	1,683,939	1,668,513	1,706,864	1,706,864	1,706,864
Capital outlay							
Land		137,477					
Infrastructure	3,924,151	242,000	9,758,681	4,929,652	8,738,991	8,738,991	8,738,991
Vehicles		85,277	15,000				
Furniture and equip	15,000		6,000	6,000	111,000	111,000	111,000
Total capital outlay	3,939,151	464,754	9,779,681	4,935,652	8,849,991	8,849,991	8,849,991
Debt service							
Principal	9,527	9,973	10,221,440	10,252,758	254,712	254,712	254,712
Interest	414,865	190,432	457,244	461,642	376,911	376,911	376,911
Issuance Costs	1,300						
Total debt service	425,692	200,405	10,678,684	10,714,400	631,623	631,623	631,623
Total expenditures	8,129,688	11,143,605	22,938,798	18,021,596	11,867,818	11,867,818	11,867,818
Other uses							
Transfers out	135,150		365,004	365,004	50,500	50,500	50,500
Ending Fund Balance	\$ 8,746,258	\$ 8,714,110					
Contingency			7,593,211	12,964,218	12,294,924	12,294,924	12,294,924
<b>Total uses</b>	<b>17,011,095</b>	<b>19,857,715</b>	<b>30,897,013</b>	<b>31,350,818</b>	<b>24,213,242</b>	<b>24,213,242</b>	<b>24,213,242</b>

**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**

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2009-10 Projected	2010-11 Proposed	2010-11 Approved	2010-11 Adopted
<b>SOURCES</b>							
Beginning fund balance	\$ 4,545,879	\$ 4,418,258	\$ 4,161,440	\$ 4,256,969	\$ 4,338,622	\$ 4,338,622	\$ 4,338,622
Revenue							
Intergovernmental			737,260	\$ 737,260	1,143,738	1,143,738	1,143,738
Charges for services	1,497,143	329,065	487,105	487,105	512,376	512,376	512,376
Infrastructure devel fees	284,402	150,098	201,000	3,500	3,240	3,240	3,240
Fines, interest and other	148,616	71,274	23,200	18,000	18,456	18,456	18,456
Total revenue	1,930,161	550,437	1,448,565	1,245,865	1,677,810	1,677,810	1,677,810
Other sources	25,000	86,314					
Total other sources	25,000	86,314	-	-	-	-	-
<b>Total sources</b>	<b>6,501,041</b>	<b>5,055,008</b>	<b>5,610,005</b>	<b>5,502,834</b>	<b>6,016,432</b>	<b>6,016,432</b>	<b>6,016,432</b>
<b>USES</b>							
Expenditures							
Personal services							
Salaries and wages	46,645	122,350	210,668	205,754	232,874	232,874	232,874
Payroll taxes	4,249	11,213	24,997	24,797	27,956	27,956	27,956
Benefits	18,383	37,962	75,220	62,586	75,312	75,312	75,312
Total personal services	69,277	171,526	310,885	293,137	336,143	336,143	336,143
Materials and services							
Professional & technical	1,335,402	147,123	45,780	47,780	18,500	18,500	18,500
Facility and equipment	11,238	8,861	23,640	23,640	23,832	23,832	23,832
Other purchased serv	119,903	124,780	43,164	43,193	47,298	47,298	47,298
Supplies	5,019	10,360	12,104	12,104	12,224	12,224	12,224
Minor equipment	4,630	7,873	9,580	9,580	8,788	8,788	8,788
Other Materials & Services	153,430	60,968	174,002	177,687	202,766	202,766	202,766
Total materials & serv	1,629,621	359,965	308,270	313,984	313,408	313,408	313,408
Capital outlay							
Infrastructure			406,217	358,429	677,174	677,174	677,174
Vehicles		37,450					
Furniture and equip	41,856		8,000	8,000	50,000	50,000	50,000
Total capital outlay	41,856	37,450	414,217	366,429	727,174	727,174	727,174
Debt service							
Principal	30,486	31,913	33,406	39,670	41,527	41,527	41,527
Interest	7,611	6,185	4,692	5,571	3,715	3,715	3,715
Total debt service	38,098	38,098	38,098	45,241	45,242	45,242	45,242
Total expenditures	1,778,852	607,039	1,071,470	1,018,791	1,421,967	1,421,967	1,421,967
Other uses							
Transfers out	303,931	191,000	145,421	145,421	79,000	79,000	79,000
Ending Fund Balance	\$ 4,418,258	\$ 4,256,969					
Contingency			4,393,114	4,338,622	4,515,464	4,515,464	4,515,464
<b>Total uses</b>	<b>6,501,041</b>	<b>5,055,008</b>	<b>5,610,005</b>	<b>5,502,834</b>	<b>6,016,432</b>	<b>6,016,432</b>	<b>6,016,431</b>



**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**

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2009-10 Projected	2010-11 Proposed	2010-11 Approved	2010-11 Adopted
<b>SOURCES</b>							
Beginning fund balance	\$ 2,521,096	\$ 1,656,622	\$ 69,727	\$ 550,084	\$ 469,479	\$ 469,479	\$ 469,479
Revenue							
Charges for services	479,548	559,283	1,350,103	1,350,103	1,425,348	1,425,348	1,425,348
Infrastructure devel fees	107,830	124,677	152,500	6,270	10,236	10,236	10,236
Fines, interest and other	115,328	24,402	11,730	7,730	3,420	3,420	3,420
Total revenue	702,706	708,362	1,514,333	1,364,103	1,439,004	1,439,004	1,439,004
Other sources	-	930,686					
Total other sources	-	930,686	-	-	-	-	-
<b>Total sources</b>	<b>3,223,802</b>	<b>3,295,669</b>	<b>1,584,060</b>	<b>1,914,187</b>	<b>1,908,483</b>	<b>1,908,483</b>	<b>1,908,483</b>
<b>USES</b>							
Expenditures							
Personal services							
Salaries and wages	46,711	177,815	277,101	234,864	236,369	236,369	236,369
Payroll taxes	4,283	17,935	38,320	33,069	32,858	32,858	32,858
Benefits	13,126	54,851	100,259	74,648	76,112	76,112	76,112
Total personal services	64,120	250,600	415,680	342,581	345,339	345,339	345,339
Materials and services							
Professional & technical	893,517	2,171,379	137,876	137,876	162,498	162,498	162,498
Facility and equipment	7,512	15,763	24,312	24,312	24,684	24,684	24,684
Other purchased serv	36,827	39,300	97,568	97,597	103,175	103,175	103,175
Supplies	9,766	8,209	21,104	21,104	21,876	21,876	21,876
Minor equipment	4,061	5,673	6,700	6,700	11,032	11,032	11,032
Other Materials & Services	247,207	119,228	196,003	180,551	164,611	164,611	164,611
Total materials & serv	1,198,889	2,359,552	483,563	468,140	487,875	487,875	487,875
Capital outlay							
Infrastructure	20,914	1,101	13,580	622	100,000	100,000	100,000
Vehicles	30,915	37,450					
Furniture and equip					32,500	32,500	32,500
Total capital outlay	51,829	38,551	13,580	622	132,500	132,500	132,500
Debt service							
Principal	38,108	62,876	135,776	135,776	141,014	141,014	141,014
Interest	9,514	12,106	22,168	22,168	16,050	16,050	16,050
Issuance Costs		1,600					
Total debt service	47,622	76,582	157,944	157,944	157,064	157,064	157,064
Total expenditures	1,362,460	2,725,285	1,070,766	969,287	1,122,778	1,122,778	1,122,778
Other uses							
Transfers out	204,720	20,300	475,421	475,421	224,000	224,000	224,000
Ending Fund Balance	\$ 1,656,622	\$ 550,084					
Contingency			37,873	469,479	561,705	561,705	561,705
<b>Total uses</b>	<b>3,223,802</b>	<b>3,295,669</b>	<b>1,584,060</b>	<b>1,914,187</b>	<b>1,908,483</b>	<b>1,908,483</b>	<b>1,908,483</b>

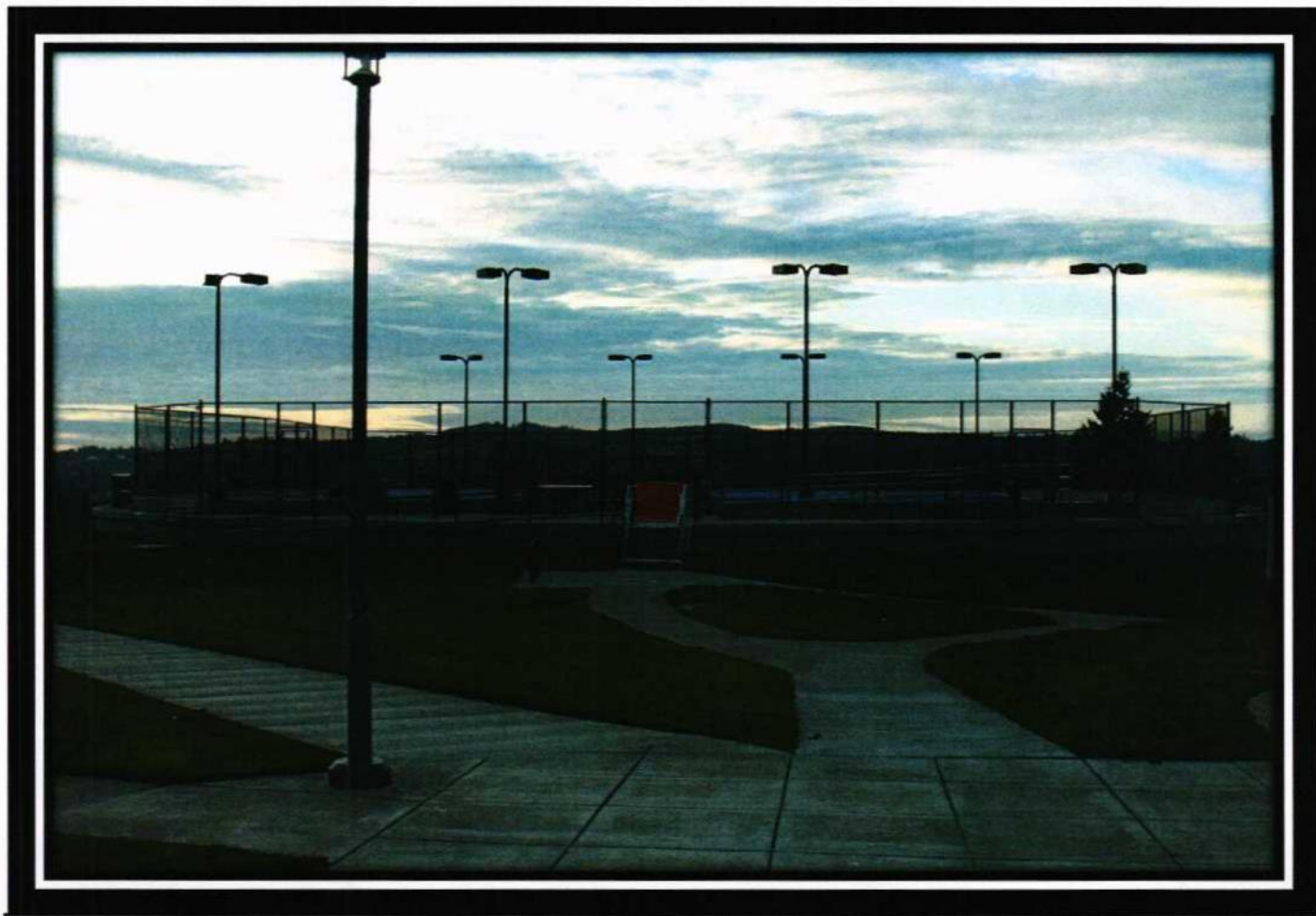
**Street Fund**

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

**Street Fund Budget in Total**

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2009-10 Projected	2010-11 Proposed	2010-11 Approved	2010-11 Adopted
<b>SOURCES</b>							
Beginning fund balance	\$ 6,053,552	\$ 3,982,102	\$ 3,651,906	\$ 4,893,590	\$ 4,598,193	\$ 4,598,193	\$ 4,598,193
Revenue							
Intergovernmental	\$ 824,811	\$ 705,479	\$ 1,878,750	1,878,750	\$ 5,059,880	\$ 5,059,880	\$ 5,059,880
Charges for services	341,910	364,815	356,000	356,000	396,000	596,000	596,000
Infrastructure devel fees	391,689	1,606,168	550,500	200,500	150,240	150,240	150,240
Fines, interest and other	272,334	218,096	79,000	52,800	19,560	19,560	19,560
Total revenue	1,830,744	2,894,558	2,864,250	2,488,050	5,625,680	5,825,680	5,825,680
Other sources	171,765		395,000	395,000	315,000	115,000	115,000
Total other sources	171,765	-	395,000	395,000	315,000	115,000	115,000
<b>Total sources</b>	<b>8,056,061</b>	<b>6,876,659</b>	<b>6,911,156</b>	<b>7,776,640</b>	<b>10,538,873</b>	<b>10,538,873</b>	<b>10,538,873</b>
<b>USES</b>							
Expenditures							
Personal services							
Salaries and wages	85,963	264,776	248,842	250,643	309,836	309,836	309,836
Payroll taxes	7,865	25,712	35,236	35,664	42,895	42,895	42,895
Benefits	29,696	87,650	85,162	85,980	98,482	98,482	98,482
Total personal services	123,524	378,138	369,240	372,287	451,212	451,212	451,212
Materials and services							
Professional & technical	2,515,400	884,941	101,544	322,794	23,871	23,871	23,871
Facility and equipment	296,669	272,617	321,758	323,358	332,888	332,888	332,888
Other purchased serv	9,130	22,590	25,039	29,964	38,744	38,744	38,744
Supplies	66,129	67,789	51,066	63,066	58,012	58,012	58,012
Minor equipment	6,772	5,673	4,500	1,000	12,000	12,000	12,000
Other Materials & Services	312,250	182,846	200,234	208,902	264,843	264,843	264,843
Total materials & serv	3,206,350	1,436,455	704,141	949,084	730,358	730,358	730,358
Capital outlay							
Land	182,785	14,470					
Infrastructure	335,934	44,105	3,780,887	1,690,282	7,106,935	7,106,935	7,106,935
Vehicles	25,106						
Furniture and Equipment			35,000		29,496	29,496	29,496
Total capital outlay	543,824	58,575	3,815,887	1,690,282	7,136,431	7,136,431	7,136,431
Debt service							
Principal	72,405	75,793	79,340	41,758	43,712	43,712	43,712
Interest	18,077	14,689	11,142	5,864	3,911	3,911	3,911
Total debt service	90,482	90,482	90,482	47,622	47,623	47,623	47,623
Total expenditures	3,964,180	1,963,649	4,979,750	3,059,276	8,365,623	8,365,623	8,365,623
Other uses							
Transfers out	109,780	19,420	119,171	119,171	61,000	61,000	61,000
Ending Fund Balance	\$ 3,982,102	\$ 4,893,590					
Contingency			1,812,235	4,598,193	2,112,250	2,112,250	2,112,250
<b>Total uses</b>	<b>8,056,061</b>	<b>6,876,659</b>	<b>6,911,156</b>	<b>7,776,640</b>	<b>10,538,873</b>	<b>10,538,873</b>	<b>10,538,873</b>





**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.

**Accomplishments**

- Completed Sunset Reservoir #2
- Implemented Utility Billing System

**2010-11 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."*

**Strategies**

Maintain, repair, and expand the water system while at the same time providing a high-quality, dependable water supply to its customers.

**Activities**

- Prepare and distribute the Consumer Confidence Report which is an annual report on water quality that is mandated by state and federal regulations.
- Water quality sampling is performed 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. Other testing is completed in accordance with federal and state requirements.
- Operate and repair over 68 miles of water mains, 1800 valves, 560 fire hydrants, and 5700 meters, 2 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.

**Performance Measures**

- Will complete required sampling and State guidelines.
- Will complete maintenance on 280 fire hydrants.
- Will read all water meters on a monthly basis.
- Will distribute CCR to all customers by July 1st.



**Water Operations Budget**

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2009-10 Projected	2010-11 Proposed	2010-11 Approved	2010-11 Adopted
<b>SOURCES</b>							
Beginning fund balance	\$ 4,707,418	\$ 3,909,504	\$ 1,190,937	\$ 2,360,448	\$ 3,775,868	\$ 3,775,868	\$ 3,775,868
Revenue							
Intergovernmental			\$ 2,000,000				
Charges for services	689,454	50,242	4,286,812	4,286,812	2,482,680	2,482,680	2,482,680
Infrastructure devel fees	16,020	14,456	20,000	5,000	6,000	6,000	6,000
Fines, interest and other	190,330	60,460	305,515	20,000	24,000	24,000	24,000
Total revenue	895,804	125,157	6,612,327	4,311,812	2,512,680	2,512,680	2,512,680
Other sources			136,263	136,263			
Total other sources	-	-	136,263	136,263	-	-	-
<b>Total sources</b>	<b>5,603,222</b>	<b>4,034,661</b>	<b>7,939,527</b>	<b>6,808,523</b>	<b>6,288,548</b>	<b>6,288,548</b>	<b>6,288,548</b>
<b>USES</b>							
Expenditures							
Personal services							
Salaries and wages	17,835	158,062	452,618	427,108	390,830	390,830	390,830
Payroll taxes	1,568	16,176	51,823	50,582	49,462	49,462	49,462
Benefits	6,621	58,529	161,716	158,560	150,720	150,720	150,720
Total personal services	26,025	232,767	666,157	636,250	591,012	591,012	591,012
Materials and services							
Professional & technical	895,354	870,481	740,472	747,797	687,000	687,000	687,000
Facility and equipment	55,751	58,672	161,440	153,440	158,664	158,664	158,664
Other purchased serv	177,171	193,075	345,121	327,989	400,602	400,602	400,602
Supplies	1,118	37,217	137,428	137,428	149,672	149,672	149,672
Community Activities					300	300	300
Minor Equipment		11,383	39,000	31,992	13,040	13,040	13,040
Other Materials & Serv	119,682	81,500	210,934	242,355	256,410	256,410	256,410
Total materials & serv	1,249,076	1,252,327	1,634,395	1,641,001	1,665,688	1,665,688	1,665,688
Capital outlay							
Vehicles		85,277	15,000				
Furniture and equip			6,000	6,000	111,000	111,000	111,000
Total capital outlay	-	85,277	21,000	6,000	111,000	111,000	111,000
Debt service							
Principal	9,527	9,973	221,440	252,758	43,712	43,712	43,712
Interest	383,941	93,870	457,244	461,642	3,911	3,911	3,911
Total debt service	393,468	103,843	678,684	714,400	47,623	47,623	47,623
Total expenditures	1,668,568	1,674,214	3,000,236	2,997,651	2,415,323	2,415,323	2,415,323
Other uses							
Transfers out	25,150		35,004	35,004	50,500	50,500	50,500
Ending Fund Balance	\$ 3,909,504	\$ 2,360,448					
Contingency			4,904,287	3,775,868	3,822,725	3,822,725	3,822,725
<b>Total uses</b>	<b>5,603,222</b>	<b>4,034,661</b>	<b>7,939,527</b>	<b>6,808,523</b>	<b>6,288,548</b>	<b>6,288,548</b>	<b>6,288,548</b>

**Sanitary Operations**

The Sanitary Department manages and operates over 62 miles of pipe in the wastewater collection system in the city limits of Sherwood.

**Accomplishments**

- Clean 1/3 of sanitary main lines.
- Video 1/7 of sanitary main lines.
- Track all work using work orders in asset management system

**2010-11 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."*

**Strategies**

Manage and operate over 62 miles of pipe in the wastewater collection system within the city limits of Sherwood.

**Activities**

- To 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 is on a 7 year cycle and provides updated information on needed sanitary main line repairs and replacements.
- The sanitary pipe lines are on a 3 year cleaning cycle to prevent blockages that could cause overflows.
- Root cutting is on annual schedule to prevent blockages.
- Fat Oil and Grease Program. Provide inspections to ensure compliance with City ordinance to minimize maintenance costs.

**Performance Measures**

- Will clean 1/3 of city's sanitary mainlines.
- Will continue to provide brushing and posting program which include annual inspections and maintenance of offsite manholes (wetlands).
- Will CCTV 1/7 of city's sanitary mainline system.
- Will respond to all private property sanitary overflows that we are made aware of.
- Will complete inspections at city businesses for FOG program to ensure compliance with city ordinance.



**Sanitary Operations Budget**

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2009-10 Projected	2010-11 Proposed	2010-11 Approved	2010-11 Adopted
<b>SOURCES</b>							
Beginning fund balance	\$ 487,852	\$ 258,704	\$ 258,560	\$ 84,255	\$ 92,124	\$ 92,124	\$ 92,124
Revenue							
Charges for services	1,497,143	329,065	487,105	487,105	512,376	512,376	512,376
Infrastructure devel fees	10,214	740	1,000	500	240	240	240
Fines, interest and other	17,102	5,103	11,600	3,000	804	804	804
Total revenue	1,524,459	334,907	499,705	490,605	513,420	513,420	513,420
Other sources							
Total other sources	-	-	-	-	-	-	-
<b>Total sources</b>	<b>2,012,311</b>	<b>593,611</b>	<b>758,265</b>	<b>574,860</b>	<b>605,544</b>	<b>605,544</b>	<b>605,544</b>
<b>USES</b>							
Expenditures							
Personal services							
Salaries and wages	45,177	107,471	117,697	105,782	139,580	139,580	139,580
Payroll taxes	4,114	9,968	15,279	14,285	18,096	18,096	18,096
Benefits	17,914	32,807	43,309	32,925	47,074	47,074	47,074
Total personal services	67,204	150,245	176,285	152,992	204,750	204,750	204,750
Materials and services							
Professional & technical	1,143,573	17,983	45,780	47,780	18,500	18,500	18,500
Facility and equipment	11,238	8,861	23,640	23,640	23,832	23,832	23,832
Other purchased serv	119,868	123,767	42,905	42,953	47,034	47,034	47,034
Supplies	5,019	10,360	12,104	12,104	12,224	12,224	12,224
Minor equipment	4,630	7,873	9,580	9,580	8,788	8,788	8,788
Other Materials & Services	126,179	49,720	63,168	60,024	91,574	91,574	91,574
Total materials & serv	1,410,507	218,563	197,177	196,081	201,952	201,952	201,952
Capital outlay							
Infrastructure							
Vehicles		37,450					
Furniture and equip	41,856		8,000	8,000	50,000	50,000	50,000
Total capital outlay	41,856	37,450	8,000	8,000	50,000	50,000	50,000
Debt service							
Principal	30,486	31,913	33,406	39,670	41,527	41,527	41,527
Interest	7,611	6,185	4,692	5,571	3,715	3,715	3,715
Total debt service	38,097	38,098	38,098	45,241	45,242	45,242	45,242
Total expenditures	1,557,664	444,356	419,560	402,314	501,944	501,944	501,944
Other uses							
Transfers out	195,943	65,000	80,421	80,421	64,000	64,000	64,000
Ending Fund Balance	\$ 258,704	\$ 84,255					
Contingency			258,284	92,124	39,600	39,600	39,600
<b>Total uses</b>	<b>2,012,311</b>	<b>593,611</b>	<b>758,265</b>	<b>574,859</b>	<b>605,544</b>	<b>605,544</b>	<b>605,544</b>

**Storm Operations**

The Storm Water Department manages and operates over 59 miles of pipe in the storm water collection and treatment system within the City.

**Accomplishments**

- Cleaned 1/4 of storm sewer main lines.
- Videoed 1/7 of storm sewer main lines.
- Cleaned 1,715 sumped catch basins.
- Provided leaf curbside pickup for all public city streets
- Track all work using work order system.

**2010-11 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."*

**Strategies**

Manage the storm water collection and treatment systems within the City of Sherwood.

**Activities**

- To 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 is on a 7 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 4 year cleaning cycle to prevent blockages that could cause flooding.
- Leaf Program prevents street flooding and helps minimize maintenance costs.
- Street Sweeping consists of working with independent contractors to ensure contract agreements are followed and that work progresses smoothly.
- Healthy Streams plan consists of tree planting in accordance with Clean Water Services Healthy Streams programs.

**Performance Measures**

- Will clean 1/4 of city storm mainlines.
- Will clean all sumped catch basins.
- Will clean water quality manholes twice yearly.
- Will CCTV 1/8 of city's storm mainline.
- Will provide treatment of all catch basins and will sample bi-weekly from June through September.
- Will provide leaf curbside pickup for all public city streets during November and will hold three (3) leaf drop dates in November and December.
- Will plant 6,200 trees as required per Healthy Stream Program.
- Will complete monthly sweeping of public curbed streets.



# FINANCIALS

# STORM OPERATIONS

## Storm Operations Budget

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2009-10 Projected	2010-11 Proposed	2010-11 Approved	2010-11 Adopted
<b>SOURCES</b>							
Beginning fund balance	\$ 106,591	\$ (145,278)	\$ 12,847	\$ 237,288	\$ 315,956	\$ 315,956	\$ 315,956
Revenue							
Charges for services	479,548	559,283	1,350,103	1,350,103	1,350,348	1,350,348	1,350,348
Infrastructure development	13,111	7,892	2,500	500	240	240	240
Fines, interest and other	1,380	1,587	10,000	6,000	2,220	2,220	2,220
Total revenue	494,039	568,761	1,362,603	1,356,603	1,352,808	1,352,808	1,352,808
Other sources		370,000					
Total other sources	-	370,000	-	-	-	-	-
<b>Total sources</b>	<b>600,630</b>	<b>793,483</b>	<b>1,375,450</b>	<b>1,593,891</b>	<b>1,668,764</b>	<b>1,668,764</b>	<b>1,668,764</b>
<b>USES</b>							
Expenditures							
Personal services							
Salaries and wages	29,621	139,036	204,398	175,427	217,856	217,856	217,856
Payroll taxes	2,698	14,681	30,673	26,837	30,860	30,860	30,860
Benefits	11,829	43,340	76,143	55,414	70,847	70,847	70,847
Total personal services	44,149	197,058	311,214	257,678	319,563	319,563	319,563
Materials and services							
Professional & technical	172,589	102,015	137,876	137,876	162,498	162,498	162,498
Facility and equipment	7,512	8,365	24,312	24,312	24,684	24,684	24,684
Other purchased services	32,266	39,085	97,309	97,357	103,070	103,070	103,070
Supplies	9,766	8,209	21,104	21,104	21,876	21,876	21,876
Minor equipment	4,061	5,673	6,700	6,700	11,032	11,032	11,032
Other materials & services	206,394	73,259	109,701	99,543	142,928	142,928	142,928
Total materials & services	432,588	236,605	397,002	386,892	466,088	466,088	466,088
Capital outlay							
Infrastructure	20,914	1,101			100,000	100,000	100,000
Vehicles	30,915	37,450					
Furniture and equipment					32,500	32,500	32,500
Total capital outlay	51,829	38,551	-	-	132,500	132,500	132,500
Debt service							
Principal	38,108	62,876	135,776	135,776	141,014	141,014	141,014
Interest	9,514	12,106	22,168	22,168	16,050	16,050	16,050
Total debt service	47,622	74,982	157,944	157,944	157,064	157,064	157,064
Total expenditures	576,188	547,195	866,160	802,514	1,075,215	1,075,215	1,075,215
Other uses							
Transfers out	169,720	9,000	475,421	475,421	124,000	124,000	124,000
Ending Fund Balance	\$ (145,278)	\$ 237,288					
Contingency			33,869	315,956	469,549	469,549	469,549
<b>Total uses</b>	<b>600,630</b>	<b>793,483</b>	<b>1,375,450</b>	<b>1,593,891</b>	<b>1,668,764</b>	<b>1,668,764</b>	<b>1,668,764</b>

**Street Operations**

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

**Accomplishments**

- Pavement management – Paved sections of 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup>, Division, and Washington streets; Oak Street, Ash Street, Sunset Court, and 11<sup>th</sup> Court.
- Cracked sealed 41,500 feet
- Restriped 22 miles of streets.
- Track all work using work order system.

**2010-11 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."*

**Strategies**

Maintain transportation system assets.

**Activities**

- Pavement Management and street restoration responsibilities include base repair, sanding, perform street condition rating (every three years), slurry seal, overlays and crack seal.
- Right of Way Maintenance including sidewalk repairs, vegetation and barricade maintenance.
- Transportation Management Responsibilities include traffic signal inspections and maintenance, quarterly street light inspections, traffic sign maintenance and pavement markings.

**Performance Measures**

- Will respond to all storm events.
- Will be replacing a minimum of 150 regulatory signs; will restripe 22 miles of streets.
- Will pave Sherwood Boulevard and complete paving projects according to the pavement management program.
- Will crack seal approximately 30,000 feet.
- Maintain landscape of right of way and will manage contractors.
- Will inspect a quarter of city-wide sidewalks.
- Will fill potholes within 24 hour notice.
- Maintain current PCI of 78.

PCI is the pavement condition index. The City's goal is to have all streets at 85 or higher.



# FINANCIALS

# STREET OPERATIONS

## Street Operations Budget

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2009-10 Projected	2010-11 Proposed	2010-11 Approved	2010-11 Adopted
<b>SOURCES</b>							
Beginning fund balance	\$ 71,340	\$ 258,250	\$ 19,334	\$ 305,162	\$ 168,757	\$ 168,757	\$ 168,757
Revenue							
Intergovernmental	779,257	705,479	740,000	740,000	899,880	899,880	899,880
Charges for services	341,910	364,815	356,000	356,000	396,000	596,000	596,000
Infrastructure devel fees	342	762	500	500	240	240	240
Fines, interest and other	44,107	6,316	7,000	2,800	1,800	1,800	1,800
Total revenue	1,165,616	1,077,371	1,103,500	1,099,300	1,297,920	1,497,920	1,497,920
Other sources					200,000		
Total other sources	-	-	-	-	200,000	-	-
<b>Total sources</b>	<b>1,236,956</b>	<b>1,335,622</b>	<b>1,122,834</b>	<b>1,404,462</b>	<b>1,666,677</b>	<b>1,666,677</b>	<b>1,666,677</b>
<b>USES</b>							
Expenditures							
Personal services							
Salaries and wages	52,473	188,860	144,994	137,487	194,034	194,034	194,034
Payroll taxes	4,778	19,370	24,268	23,680	30,710	30,710	30,710
Benefits	20,011	55,920	52,575	53,538	63,771	63,771	63,771
Total personal services	77,262	264,150	221,837	214,705	288,515	288,515	288,515
Materials and services							
Professional & technical	51,423	207,741	101,544	322,794	23,871	23,871	23,871
Facility and equipment	296,621	271,672	321,758	323,358	332,888	332,888	332,888
Other purchased serv	6,598	13,945	24,780	29,724	38,540	38,540	38,540
Supplies	63,854	58,138	51,066	63,066	58,012	58,012	58,012
Minor equipment	6,772	5,673	4,500	1,000	12,000	12,000	12,000
Other materials & serv	193,020	98,147	77,819	78,015	127,299	127,299	127,299
Total materials & serv	618,288	655,316	581,467	817,957	592,610	592,610	592,610
Capital outlay							
Infrastructure	76,849	20,092	228,000	110,000	401,508	401,508	401,508
Vehicles	25,106						
Furniture and equipment			35,000		29,496	29,496	29,496
Total capital outlay	101,954	20,091	263,000	110,000	431,004	431,004	431,004
Debt service							
Principal	72,405	75,793	79,340	41,758	43,712	43,712	43,712
Interest	18,077	14,689	11,142	5,864	3,911	3,911	3,911
Total debt service	90,482	90,482	90,482	47,622	47,623	47,623	47,623
Total expenditures	887,986	1,030,039	1,156,786	1,190,284	1,359,752	1,359,752	1,359,752
Other uses							
Transfers out	90,720	420	45,421	45,421	61,000	61,000	61,000
Ending Fund Balance	\$ 258,250	\$ 305,162					
Contingency			(79,373)	168,757	245,925	245,925	245,925
<b>Total uses</b>	<b>1,236,956</b>	<b>1,335,622</b>	<b>1,122,834</b>	<b>1,404,462</b>	<b>1,666,677</b>	<b>1,666,677</b>	<b>1,666,677</b>

## **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 40 sites within this network and over 60 miles of fiber optic cable. Telecommunications also support economic development within Sherwood and the surrounding area.

### **Accomplishments**

- Maintained steady revenue stream
- Completed a draft business plan outlining the continued operations
- Promoted the utility to a few businesses looking to locate in Sherwood
- Established relationships and promoted the utility to other service providers
- Established a fiber trade that gives Sherwood fiber to Washington County and Washington County Consolidated Communications Agency (WCCCA)

### **2010-2011 Goals, Strategies, Values and Activities**

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

#### Strategies:

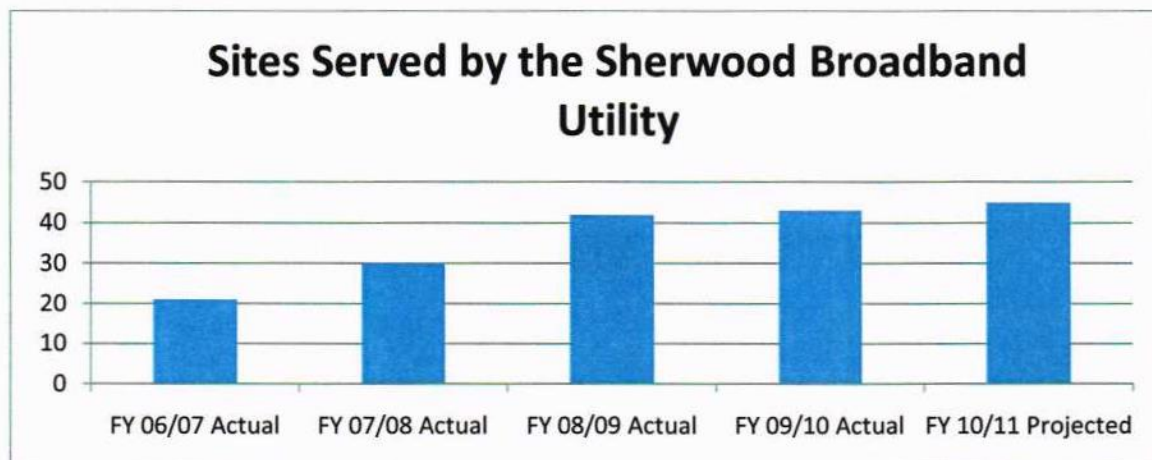
Continue to promote Sherwood Broadband to the business community

#### Activities:

- Involve third party Internet Service Providers
- Integrate Sherwood Broadband into applicable Economic Development activities
- Update the Sherwood Broadband website

#### Performance Measures

- The number of new customers added each year





**Telecommunications Budget**

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2009-10 Projected	2010-11 Proposed	2010-11 Approved	2010-11 Adopted
<b>SOURCES</b>							
Beginning fund balance	\$ (469,315)	\$ (754,604)	\$ 35,558	\$ 25,342	\$ 24,368	\$ 24,368	\$ 24,368
Revenue							
Intergovernmental							
Charges for services	88,262	151,999	325,000	325,000	213,192	243,192	243,192
Fines, interest and other	225	72			240	240	240
Total revenue	88,487	152,071	325,000	325,000	213,432	243,432	243,432
Other sources							
Transfers in		950,000			25,500	25,500	25,500
Total other sources	-	950,000	-	-	25,500	25,500	25,500
<b>Total sources</b>	<b>(380,828)</b>	<b>347,468</b>	<b>360,558</b>	<b>350,342</b>	<b>263,300</b>	<b>293,300</b>	<b>293,300</b>
<b>USES</b>							
Expenditures							
Personal services							
Salaries and wages	22,798	29,459	62,390	47,643	34,916	34,916	34,916
Payroll taxes	2,093	2,904	5,998	4,546	3,312	3,312	3,312
Benefits	8,082	8,819	22,464	14,901	11,819	11,819	11,819
Total personal services	32,973	41,181	90,852	67,090	50,047	50,047	50,047
Materials and services							
Professional & technical	31,365	76,097	15,000	15,000	24,992	24,992	24,992
Facility and equipment	150,245	50,174	20,000	20,000	20,324	20,324	20,324
Other purchased services	45,369	29,958	50,979	66,850	15,480	15,480	15,480
Supplies	4,671	13,325	15,000	15,000	15,000	15,000	15,000
Minor equipment	12,465	8,814		10,000	10,000	10,000	10,000
Other materials & services	61,956	18,997	33,485	27,034	22,907	22,907	22,907
Total materials & services	306,071	197,364	134,464	153,884	108,703	108,703	108,703
Capital outlay							
Infrastructure	14,515	55,610	100,000	100,000			
Furniture and equipment	19,765	27,971	15,000	5,000	40,000	40,000	40,000
Total capital outlay	34,280	83,580	115,000	105,000	40,000	40,000	40,000
Debt service							
Principal							
Interest							
Total debt service	-	-	-	-	-	-	-
Total expenditures	373,324	322,126	340,316	325,974	198,750	198,750	198,750
Other uses							
Transfers Out	451						
Ending Fund Balance	(754,604)	25,342					
Contingency			20,242	24,368	64,550	94,550	94,550
<b>Total uses</b>	<b>(380,828)</b>	<b>347,468</b>	<b>360,558</b>	<b>350,342</b>	<b>263,299</b>	<b>293,300</b>	<b>293,300</b>

# FINANCIALS

# CAPITAL IMPROVEMENT PLAN

## Capital Improvement Plan

	Total Project Budget	Projected thru June 30, 2010	Budget 2010-11	Fiscal Year Expenditures			
				Forecast			After 06/30/2014
				2011-12	2012-13	2013-14	
<b>GENERAL CONSTRUCTION</b>							
Stella Olsen Park Restrooms	375,538		375,538				
Woodhaven Park	1,250,000			75,000	1,175,000		
Land for future park in Brookman area	700,000			350,000			
Total general construction	\$ 2,325,538	\$ -	\$ 375,538	\$ 425,000	\$ 1,175,000	\$ -	\$ -
<b>WATER</b>							
Long Term Water Supply	8,182,917	8,007,150	175,767				
Water - Pipeline from Wilsonville	24,502,427	8,131,712	8,108,603	5,762,112	2,500,000		
Reservoir #1 Seismic Upgrade	503,750		503,750				
Siting and Property Needs	80,375		80,375				
ASR #6 well	2,065,500			2,065,500			
SW Gerda Ln	65,390			65,390			
Purchase of Reservoir Property 535	700,000			500,000	200,000		
Automatic Meter Reading	1,000,000			100,000	100,000	100,000	700,000
Gleneagle Improvements	352,692				352,692		
Highpoint Dr	89,830				89,830		
Purchase 15 mgd from TVWD	3,000,000				3,000,000		
Pine St	166,010					166,010	
Water MP & Model	152,000					152,000	
535 foot Reservoir #1	2,100,000					1,050,000	1,050,000
SW Cipole Rd Stub-out	41,080						41,080
Highway 99W crossing	10,530						10,530
Wilsonville treatment plant expansion	7,000,000						7,000,000
Langer Subdivision	56,784						56,784
Total water	\$ 50,069,285	\$ 16,138,862	\$ 8,868,495	\$ 8,493,002	\$ 6,242,522	\$ 1,468,010	\$ 8,858,394
<b>SANITARY</b>							
Brookman Area Extension Phase 1	1,161,325	66,606		1,094,719			
Brookman Area Extension Phase 2	680,300	1,014	100,000	579,286			
Brookman Area Capacity Upgrade	1,053,125	232,837	820,288				
Area 48 N. Capacity Upgrade Phase 1	1,752,000				876,000	876,000	
Rock Creek Capacity Upgrade P-1	910,000					455,000	455,000
Rock Creek Capacity Upgrade P-2	950,000					475,000	475,000
Area 48 N. Extension Phase 1	744,560						744,560
Area 48 N. Extension Phase 2	630,700						630,700
Rehab SW Willamette at Orcutt	76,382						76,382
Rehab SW Willamette at Highland	124,912						124,912
Rehab SW Gleneagle	30,595						30,595
Rehab SW Washington	52,750						52,750
Rehab SW Schamburg to Division	245,182						245,182
Rehab SW Sunset	168,800						168,800
Rehab SW Pine and SW Park	76,382						76,382
Rehab Old Town Laterals	40,000						40,000
Rehab Ash St. Manhole	10,000						10,000
Total sanitary	\$ 8,707,013	\$ 300,457	\$ 920,288	\$ 1,674,005	\$ 876,000	\$ 1,806,000	\$ 3,130,263



## Capital Improvement Plan Continued

	Total Project Budget	Projected thru June 30, 2010	Budget 2010-11	Fiscal Year Expenditures			
				Forecast			After 06/30/2014
				2011-12	2012-13	2013-14	
<b>STORM</b>							
Murdock Rd North	400,000			75,000	325,000		
Oregon St	400,000			150,000	250,000		
Ladd Hill Regional Facility	500,000			75,000	425,000		
Area 54/55 West Brookman Rd	427,950			105,000	322,950		
Area 54/55 Brookman Additonal	847,950			170,000	677,950		
Cannery Regional WQ Facility	1,500,000				550,000	950,000	
Area 48 Lower Rock Creek	819,270					150,000	669,270
Area 48 Tonquin Rd North	253,250						253,250
Area 48 Tonquin Rd South	1,457,400						1,457,400
Murdock Rd South	240,000						240,000
West Division St	150,000						150,000
South Stella Olsen Park	250,000						250,000
Community Campus Park	250,000						250,000
Area 48 Hedges Creek	1,050,000						1,050,000
Chicken Creek Facility	145,000						145,000
Area 48 Coffee Creek	500,000						500,000
Gleneagle Dr	120,000						120,000
Glencoe Court	100,000						100,000
Gleneagle Village Water Quality	120,000						120,000
Edy Rd Facility	285,000						285,000
Saint Charles North	85,000						85,000
Saint Charles South	95,000						95,000
Total storm	\$ 9,995,820	\$ -	\$ -	\$ 575,000	\$ 2,550,900	\$ 1,100,000	\$ 5,769,920
<b>STREET</b>							
Adams Avenue South Design	1,500,000	1,259,055	240,945				
Adams Ave South Construction	4,640,000	250,000	3,000,000	985,000	405,000		
Pine St Design Phase 2	1,186,701	1,057,985	128,716				
Adams/Oregon Signal Const	2,350,000	85,000	2,000,000	265,000			
Downtown Streetscapes Phase 2	505,000	32,296	472,704				
Adams Avenue North Design	1,520,000	776,852	60,000	683,148			
Pine St Phase II Construction	1,850,000		600,000	1,250,000			
Adams/Oregon Rail Crossing	700,000	101,267	550,000	48,733			
3rd St Sidewalk Ramps	10,000	9,000	1,000				
Krueger-Elwert-Hwy 99w Design & Construction	4,500,000					1,000,000	3,500,000
Century Drive Extension	500,000			500,000			
Gerda/Tualatin-Sherwood Signal	500,000			250,000	250,000		
Area 54/55 Improvements	3,000,000				500,000	1,000,000	1,500,000
Edy Rd/Borchers Dr	600,000				300,000	300,000	
Main St/Sunset Blvd	500,000					250,000	250,000
Oregon St/Tonquin Rd	8,000,000						8,000,000
Sherwood Blvd/Langer Dr	750,000				250,000	500,000	
Sherwood Blvd/Century Dr	750,000				250,000	500,000	
Roy Rogers (Borchers to T-S)	4,000,000						4,000,000
Langer/Tualatin Sherwood Rd	250,000						250,000
Lincoln St - Oregon to Willamette	2,970,000			720,000	1,500,000	750,000	
Lincoln St -Willamette to Division	4,000,000				1,000,000	1,750,000	1,250,000
Clifford Ct - Lincoln to Cul-de-sac	2,375,000						2,375,000
Orcutt Cr - Willamette to Cul-de-sac	845,000					95,000	750,000
Highland Dr - Willamette to Pine	2,400,000					600,000	1,800,000
Wilammet St - Pine to Division	2,250,000						2,250,000
Total street	\$ 52,451,701	\$ 3,571,455	\$ 7,053,365	\$ 4,701,881	\$ 4,455,000	\$ 6,745,000	\$ 25,925,000

**General Construction Capital Projects**

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

	Total Project Budget	Projected thru June 30, 2010	Fiscal Year Expenditures				
			Budget 2010-11	Forecast			After 06/30/2014
				2011-12	2012-13	2013-14	
<b>GENERAL CONSTRUCTION</b>							
Stella Olsen Park Restrooms	375,538		375,538				
Woodhaven Park	1,250,000			75,000	1,175,000		
Land for future park in Brookman area	700,000			350,000			
Total general construction	\$ 2,325,538	\$ -	\$ 375,538	\$ 425,000	\$ 1,175,000	\$ -	\$ -

**General Construction Project Description**

**City of Sherwood Stella Olsen Park Restroom Facility:** This project consists of designing and constructing a 4 to 6 stall restroom facility in the Stella Olsen Park stage and playground area. This project includes the design and construction of restroom facility and all required underground utility services (water, sewer, electrical, storm). Public Works maintenance will consist mostly of daily cleaning of the open restroom stalls and yearly maintenance of the restroom facility structure.





**FINANCIALS****GENERAL CONSTRUCTION****General Construction Budget**

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2009-10 Projected	2010-11 Proposed	2010-11 Approved	2010-11 Adopted
<b>SOURCES</b>							
Beginning fund balance	\$ 1,220,332	\$ 711,230	\$ 100,566	\$ 959,507	\$ 145,712	\$ 145,712	\$ 145,712
Revenue							
Intergovernmental	21,792	5,000	519,870	519,870	133,522	133,522	133,522
Charges for Services					24,600	24,600	24,600
Infrastructure development	73,159	1,012,409	270,000	50,000	439,992	439,992	439,992
Fines, interest and other	141,607	29,254	31,650	31,650	6,840	6,840	6,840
Total revenue	236,558	1,046,663	821,520	601,520	604,954	604,954	604,954
Other sources							
Transfers in	485,325	154,207	89,000	98,500	250,000	250,000	250,000
Total other sources	485,325	154,207	89,000	98,500	250,000	250,000	250,000
<b>Total sources</b>	<b>1,942,215</b>	<b>1,912,100</b>	<b>1,011,086</b>	<b>1,659,527</b>	<b>1,000,666</b>	<b>1,000,666</b>	<b>1,000,666</b>
<b>USES</b>							
Expenditures							
Personal services							
Salaries and wages	20,610	58,813	24,188	28,833	55,602	55,602	55,602
Payroll taxes	1,878	4,930	2,571	3,069	5,882	5,882	5,882
Benefits	8,526	20,913	7,707	9,188	16,553	16,553	16,553
Total personal services	31,014	84,656	34,466	41,090	78,037	78,037	78,037
Materials and services							
Professional & technical	317,823	229,249	62,500				
Facility and equipment	15,920						
Other purchased services	5,510	1,894	151	168	204	204	204
Supplies	2,516						
Community Activities		48					
Minor equipment	154,581	750					
Other materials & services	108,937	61,541	28,584	31,963	65,352	65,352	65,352
Total materials & services	605,287	293,482	91,235	32,131	65,556	65,556	65,556
Capital outlay							
Land							
Infrastructure			865,772	701,294	319,050	319,050	319,050
Furniture and equipment	15,358						
Total capital outlay	15,358	-	865,772	701,294	319,050	319,050	319,050
Debt service							
Principal	489,670	505,960	522,250	522,250	34,830	34,830	34,830
Interest	88,811	49,680	17,050	17,050	13,774	13,774	13,774
Total debt service	578,481	555,640	539,300	539,300	48,604	48,604	48,604
Total expenditures	1,230,139	933,779	1,530,773	1,313,815	511,247	511,247	511,247
Other uses							
Transfers out	846	18,814		200,000			
Ending Fund Balance	711,230	959,507					
Contingency			(519,687)	145,712	489,419	489,419	489,419
<b>Total uses</b>	<b>1,942,215</b>	<b>1,912,100</b>	<b>1,011,086</b>	<b>1,659,527</b>	<b>1,000,666</b>	<b>1,000,666</b>	<b>1,000,666</b>

**Water Capital Projects**

	Total Project Budget	Projected thru June 30, 2010	Budget 2010-11	Fiscal Year Expenditures			
				Forecast			After 06/30/2014
				2011-12	2012-13	2013-14	
<b>WATER</b>							
Long Term Water Supply	8,182,917	8,007,150	175,767				
Water - Pipeline from Wilsonville	24,502,427	8,131,712	8,108,603	5,762,112	2,500,000		
Reservoir #1 Seismic Upgrade	503,750		503,750				
Siting and Property Needs	80,375		80,375				
ASR #6 well	2,065,500			2,065,500			
SW Gerda Ln	65,390			65,390			
Purchase of Reservoir Property 535	700,000			500,000	200,000		
Automatic Meater Reading	1,000,000			100,000	100,000	100,000	700,000
Gleneage Improvements	352,692				352,692		
Highpoint Dr	89,830				89,830		
Purchase 15 mgd from TVWD	3,000,000				3,000,000		
Pine St	166,010					166,010	
Water MP & Model	152,000					152,000	
535 foot Reservoir #1	2,100,000					1,050,000	1,050,000
SW Cipole Rd Stub-out	41,080						41,080
Highway 99W crossing	10,530						10,530
Wilsonville treatment plant expansion	7,000,000						7,000,000
Langer Subdivision	56,784						56,784
Total water	\$ 50,069,285	\$ 16,138,862	\$ 8,868,495	\$ 8,493,002	\$ 6,242,522	\$ 1,468,010	\$ 8,858,394

**Water Capital Project Description**

Long Term Water Supply– This project entails the planning, design and construction for the needed improvements to secure a long term water source for the City.

A seismic upgrade is needed at the existing reservoir #1 at Snyder Park. The improvements are necessary to extend the service life of the reservoir that was built in the early 70's. If these improvements are completed the reservoir will have a life expectancy of between 12 to 15 years or longer.

Need to complete siting analysis and identify property acquisition needs for future 535 foot pressure zone reservoir.

On-going construction of segments 6, 7 and 8 of 48" transmission main from Sherwood to Wilsonville.

Continue negotiations with partners.

**Accomplishments**

- Completed construction of a 4 million gallon reservoir and pump station at Snyder Park.
- Awarded bid on the water transmission main from Sherwood to Wilsonville and construction has started.
- Amended IGA through Willamette River Water Coalition (WRWC) to secure 20 million gallons per day water right at the Wilsonville Treatment Plant.
- Secured \$6 million dollar loan through the State of Oregon.
- Implemented utility billing project.



**Water Capital Budget**

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2009-10 Projected	2010-11 Proposed	2010-11 Approved	2010-11 Adopted
<b>SOURCES</b>							
Beginning fund balance	\$ 3,460,334	\$ 4,836,807	\$ 6,468,853	\$ 6,353,662	\$ 9,188,350	\$ 9,188,350	\$ 9,188,350
Revenue							
Intergovernmental		1,273,556		1,500,000	500,000	500,000	500,000
Charges for services	2,152,212	3,395,215			2,000,000	2,000,000	2,000,000
Infrastructure develo fees	233,025	372,980	250,000	250,000	60,000	60,000	60,000
Fines, interest and other	484,609	348,298	164,883	164,883	16,344	16,344	16,344
Total revenue	2,869,846	5,390,049	414,883	1,914,883	2,576,344	2,576,344	2,576,344
Other sources							
Transfers in	451		73,750	273,750	160,000	160,000	160,000
Issuance of long-term debt		5,596,252	16,000,000	16,000,000	6,000,000	6,000,000	6,000,000
Total other sources	451	5,596,252	16,073,750	16,273,750	6,160,000	6,160,000	6,160,000
<b>Total sources</b>	<b>6,330,631</b>	<b>15,823,108</b>	<b>22,957,486</b>	<b>24,542,295</b>	<b>17,924,694</b>	<b>17,924,694</b>	<b>17,924,694</b>
<b>USES</b>							
Expenditures							
Personal services							
Salaries and wages	11,433	49,430	89,950	46,920	61,381	61,381	61,381
Payroll taxes	1,034	3,980	10,604	4,190	5,561	5,561	5,561
Benefits	4,286	20,641	29,783	15,671	21,386	21,386	21,386
Total personal services	16,753	74,050	130,337	66,781	88,328	88,328	88,328
Materials and services							
Professional & technical	1,289,580	8,842,433					
Facility and equipment		16,206					
Other purchased services	6,241	3,193	1,267	888	906	906	906
Supplies		1,875					
Minor equipment		31,221					
Other Materials & Services	71,250	24,430	48,277	26,624	40,270	40,270	40,270
Total materials & services	1,367,071	8,919,357	49,544	27,512	41,176	41,176	41,176
Capital outlay							
Land		137,477					
Infrastructure		242,000	9,758,681	4,929,652	8,738,991	8,738,991	8,738,991
Total capital outlay	-	379,477	9,758,681	4,929,652	8,738,991	8,738,991	8,738,991
Debt service							
Principal			10,000,000	10,000,000	211,000	211,000	211,000
Interest		96,562			373,000	373,000	373,000
Total debt service	-	96,562	10,000,000	10,000,000	584,000	584,000	584,000
Total expenditures	1,383,824	9,469,447	19,938,561	15,023,945	9,452,495	9,452,495	9,452,495
Other uses							
Transfers out	110,000		330,000	330,000			
Ending Fund Balance	\$ 4,836,807	\$ 6,353,662					
Contingency			2,688,925	9,188,350	8,472,199	8,472,199	8,472,199
<b>Total uses</b>	<b>6,330,631</b>	<b>15,823,108</b>	<b>22,957,486</b>	<b>24,542,295</b>	<b>17,924,694</b>	<b>17,924,694</b>	<b>17,924,694</b>

**Sanitary Capital Projects**

	Total Project Budget	Projected thru June 30, 2010	Fiscal Year Expenditures				
			Budget 2010-11	Forecast			After 06/30/2014
				2011-12	2012-13	2013-14	
<b>SANITARY</b>							
Brookman Area Extension Phase 1	1,161,325	66,606		1,094,719			
Brookman Area Extension Phase 2	680,300	1,014	100,000	579,286			
Brookman Area Capacity Upgrade	1,053,125	232,837	820,288				
Area 48 N. Capacity Upgrade Phase 1	1,752,000				876,000	876,000	
Rock Creek Capacity Upgrade P-1	910,000					455,000	455,000
Rock Creek Capacity Upgrade P-2	950,000					475,000	475,000
Area 48 N. Extension Phase 1	744,560						744,560
Area 48 N. Extension Phase 2	630,700						630,700
Rehab SW Willamette at Orcutt	76,382						76,382
Rehab SW Willamette at Highland	124,912						124,912
Rehab SW Gleneagle	30,595						30,595
Rehab SW Washington	52,750						52,750
Rehab SW Schamburg to Division	245,182						245,182
Rehab SW Sunset	168,800						168,800
Rehab SW Pine and SW Park	76,382						76,382
Rehab Old Town Laterals	40,000						40,000
Rehab Ash St. Manhole	10,000						10,000
Total sanitary	\$ 8,707,013	\$ 300,457	\$ 920,288	\$ 1,674,005	\$ 876,000	\$ 1,806,000	\$ 3,130,263

**Sanitary Capital Project Description**

**Brookman Area (Area 54/55) Sanitary Sewer System Capacity Upgrade-Downstream:** This project consists of designing and constructing a sanitary sewer upgrade to an existing sanitary sewer mainline. The upgrade will increase the size of the existing 12 and 15 inch diameter sanitary sewer mainline to 15 and 18 inch diameter respectively. This upgrade corrects a capacity deficiency delineated in the City's Sanitary Sewer Master Plan. Public Works maintenance will consist mostly of inspection of the conveyance system on a bi-yearly basis and cleaning once every 5 to 10 years.

**Brookman Area (Area 54/55) Sanitary Sewer Conveyance System Extension Phase 1:** This project extends a public sanitary sewer conveyance system mainline to the northern border of the Brookman Area (Area 54/55) annexation property. This mainline extension will provide service for the future growth of the area. Public Works maintenance will consist mostly of inspection of the conveyance system on a bi-yearly basis and cleaning once every 5 to 10 years.

**Brookman Area (Area 54/55) Sanitary Sewer Conveyance System Extension Phase 2:** This project extends a public sanitary conveyance system mainline through the Brookman Area annexed property. This mainline extension will provide service for the future growth of the area. Public Works maintenance will consist mostly of inspection of the conveyance system on a bi-yearly basis and cleaning once every 5 to 10 years.



**Sanitary Capital Budget**

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2009-10 Projected	2010-11 Proposed	2010-11 Approved	2010-11 Adopted
<b>SOURCES</b>							
Beginning fund balance	\$ 4,091,010	\$ 4,159,556	\$ 3,902,882	\$ 4,172,716	\$ 4,246,498	\$ 4,246,498	\$ 4,246,498
Revenue							
Intergovernmental			737,260	737,260	1,143,738	1,143,738	1,143,738
Charges for services	327						
Infrastructure devel fees	274,189	149,359	200,000	3,000	3,000	3,000	3,000
Fines, interest and other	140,789	66,171	11,600	15,000	17,652	17,652	17,652
Total revenue	415,305	215,530	948,860	755,260	1,164,390	1,164,390	1,164,390
Other sources							
Transfers in	25,000	86,314					
Total other sources	25,000	86,314	-	-	-	-	-
<b>Total sources</b>	<b>4,531,315</b>	<b>4,461,400</b>	<b>4,851,742</b>	<b>4,927,975</b>	<b>5,410,888</b>	<b>5,410,888</b>	<b>5,410,888</b>
<b>USES</b>							
Expenditures							
Personal services							
Salaries and wages	2,142	14,880	92,971	99,972	93,294	93,294	93,294
Payroll taxes	198	1,246	9,718	10,512	9,860	9,860	9,860
Benefits	671	5,155	31,911	29,661	28,238	28,238	28,238
Total personal services	3,010	21,280	134,600	140,145	131,393	131,393	131,393
Materials and services							
Professional & technical	234,692	129,140					
Other purchased services	41	1,013	259	240	264	264	264
Other Materials & Services	27,250	11,248	110,834	117,663	111,193	111,193	111,193
Total materials & services	261,983	141,401	111,093	117,903	111,457	111,457	111,457
Capital outlay							
Infrastructure			406,217	358,429	677,174	677,174	677,174
Total capital outlay	-	-	406,217	358,429	677,174	677,174	677,174
Debt service							
Total debt service	-	-	-	-	-	-	-
Total expenditures	264,993	162,683	651,910	616,477	920,024	920,024	920,024
Other uses							
Transfers out	106,765	126,000	65,000	65,000	15,000	15,000	15,000
Ending Fund Balance	\$ 4,159,556	\$ 4,172,716					
Contingency			4,134,832	4,246,498	4,475,864	4,475,864	4,475,864
<b>Total uses</b>	<b>4,531,315</b>	<b>4,461,400</b>	<b>4,851,742</b>	<b>4,927,975</b>	<b>5,410,888</b>	<b>5,410,888</b>	<b>5,410,888</b>

There are 5,000 service lines connected to the wastewater collection system.

**Storm Capital Projects**

	Total Project Budget	Projected thru June 30, 2010	Budget 2010-11	Fiscal Year Expenditures			
				Forecast			After
				2011-12	2012-13	2013-14	06/30/2014
<b>STORM</b>							
Murdock Rd North	400,000			75,000	325,000		
Oregon St	400,000			150,000	250,000		
Ladd Hill Regional Facility	500,000			75,000	425,000		
Area 54/55 West Brookman Rd	427,950			105,000	322,950		
Area 54/55 Brookman Additonal	847,950			170,000	677,950		
Cannery Regional WQ Facility	1,500,000				550,000	950,000	
Area 48 Lower Rock Creek	819,270					150,000	669,270
Area 48 Tonquin Rd North	253,250						253,250
Area 48 Tonquin Rd South	1,457,400						1,457,400
Murdock Rd South	240,000						240,000
West Division St	150,000						150,000
South Stella Olsen Park	250,000						250,000
Community Campus Park	250,000						250,000
Area 48 Hedges Creek	1,050,000						1,050,000
Chicken Creek Facility	145,000						145,000
Area 48 Coffee Creek	500,000						500,000
Gleneagle Dr	120,000						120,000
Glencoe Court	100,000						100,000
Gleneagle Village Water Quality	120,000						120,000
Edy Rd Facility	285,000						285,000
Saint Charles North	85,000						85,000
Saint Charles South	95,000						95,000
Total storm	\$ 9,995,820	\$ -	\$ -	\$ 575,000	\$ 2,550,900	\$ 1,100,000	\$ 5,769,920

**Storm Capital Project Description****Brookman Area (Area 54/55) Upper Ladd Hill Regional Stormwater Treatment Facility**

**Feasibility Study and Design:** The project is to define an area where a regional stormwater quality treatment facility may be located and to provide a design for its construction. These design drawings will be provided to developers for their use in development of the Brookman Area (Area 54/55). This level of work will not have any impact on Public Works maintenance staff.

**Columbia Street Regional Stormwater Quality Facility:** This project is identified in the City's Stormwater Master Plan. This project constructs a regional stormwater treatment facility which will provide stormwater treatment for the downtown core area not served by the stormwater treatment facility constructed as part of the Downtown Streetscapes Phase 1 project. This project will be required to be constructed within five years of the completion of Phase 1 of the Cannery project. Public Works maintenance will consist of inspection and cleaning the water quality facility to maintain its functionality. This work will be performed on a yearly basis.

**Oregon Street Regional Stormwater Quality Facility:** This project is identified in the City's Stormwater Master Plan. This project constructs a regional stormwater treatment facility located north of Oregon Street and west of the Murdock Road roundabout, and which will serve the Tannery site acreage. The construction of this stormwater quality facility will increase the redevelopment potential of the Tannery site. Public Works maintenance will consist of inspection and cleaning the water quality facility to maintain its functionality. This work will be performed on a yearly basis.



**Storm Capital Budget**

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2009-10 Projected	2010-11 Proposed	2010-11 Approved	2010-11 Adopted
<b>SOURCES</b>							
Beginning fund balance	\$ 2,412,228	\$ 1,801,900	\$ 56,880	\$ 312,796	\$ 153,523	\$ 153,523	\$ 153,523
Revenue							
Charges for services					75,000	75,000	75,000
Infrastructure development	97,631	116,785	150,000	5,770	9,996	9,996	9,996
Fines, interest and other	113,948	22,815	1,730	1,730	1,200	1,200	1,200
Total revenue	211,579	139,600	151,730	7,500	86,196	86,196	86,196
Other sources							
Transfers in		60,686					
Issuance of long-term debt		500,000					
Total other sources	-	560,686	-	-	-	-	-
<b>Total sources</b>	<b>2,623,807</b>	<b>2,502,187</b>	<b>208,610</b>	<b>320,296</b>	<b>239,719</b>	<b>239,719</b>	<b>239,719</b>
<b>USES</b>							
Expenditures							
Personal services							
Salaries and wages	17,595	38,779	72,703	59,437	18,513	18,513	18,513
Payroll taxes	1,632	3,254	7,647	6,232	1,998	1,998	1,998
Benefits	1,373	11,511	24,116	19,234	5,265	5,265	5,265
Total personal services	20,600	53,543	104,466	84,903	25,776	25,776	25,776
Materials and services							
Professional & technical	720,928	2,069,365					
Facility and equipment		7,399					
Other purchased services	4,567	215	259	240	105	105	105
Other Materials & Services	40,812	45,969	86,301	81,008	21,683	21,683	21,683
Total materials & services	766,307	2,122,947	86,560	81,248	21,787	21,787	21,787
Capital outlay							
Infrastructure			13,580	622			
Total capital outlay	-	-	13,580	622	-	-	-
Debt service		1,600					
Total debt service	-	1,600	-	-	-	-	-
Total expenditures	786,907	2,178,090	204,606	166,773	47,563	47,563	47,563
Other uses							
Transfers out	35,000	11,300			100,000	100,000	100,000
Ending Fund Balance	\$ 1,801,900	\$ 312,796					
Contingency			4,004	153,523	92,156	92,156	92,156
<b>Total uses</b>	<b>2,623,807</b>	<b>2,502,187</b>	<b>208,610</b>	<b>320,296</b>	<b>239,719</b>	<b>239,719</b>	<b>239,719</b>

There are 1,789 catch basins connected to the storm water collection and treatment system.

**Street Capital Projects**

	Total Project Budget	Projected thru June 30, 2010	Budget 2010-11	Fiscal Year Expenditures			
				Forecast			After 06/30/2014
STREET				2011-12	2012-13	2013-14	
Adams Avenue South Design	1,500,000	1,259,055	240,945				
Adams Ave South Construction	4,640,000	250,000	3,000,000	985,000	405,000		
Pine St Design Phase 2	1,186,701	1,057,985	128,716				
Adams/Oregon Signal Const	2,350,000	85,000	2,000,000	265,000			
Downtown Streetscapes Phase 2	505,000	32,296	472,704				
Adams Avenue North Design	1,520,000	776,852	60,000	683,148			
Pine St Phase II Construction	1,850,000		600,000	1,250,000			
Adams/Oregon Rail Crossing	700,000	101,267	550,000	48,733			
3rd St Sidewalk Ramps	10,000	9,000	1,000				
Krueger-Elwert-Hwy 99w Design & Construction	4,500,000					1,000,000	3,500,000
Century Drive Extension	500,000			500,000			
Gerda/Tualatin-Sherwood Signal	500,000			250,000	250,000		
Area 54/55 Improvements	3,000,000				500,000	1,000,000	1,500,000
Edy Rd/Borchers Dr	600,000				300,000	300,000	
Main St/Sunset Blvd	500,000					250,000	250,000
Oregon St/Tonquin Rd	8,000,000						8,000,000
Sherwood Blvd/Langer Dr	750,000				250,000	500,000	
Sherwood Blvd/Century Dr	750,000				250,000	500,000	
Roy Rogers (Borchers to T-S)	4,000,000						4,000,000
Langer/Tualatin Sherwood Rd	250,000						250,000
Lincoln St - Oregon to Willamette	2,970,000			720,000	1,500,000	750,000	
Lincoln St - Willamette to Division	4,000,000				1,000,000	1,750,000	1,250,000
Clifford Ct - Lincoln to Cul-de-sac	2,375,000						2,375,000
Orcutt Cr - Willamette to Cul-de-sac	845,000					95,000	750,000
Highland Dr - Willamette to Pine	2,400,000					600,000	1,800,000
Wilammet St - Pine to Division	2,250,000						2,250,000
Total street	\$ 52,451,701	\$ 3,571,455	\$ 7,053,365	\$ 4,701,881	\$ 4,455,000	\$ 6,745,000	\$ 25,925,000

**Street Capital Project Descriptions**

**Pine Street Construction Phase 2:** This project reconstructs Pine Street between Division Street and Sunset Boulevard. This project upgrades the current road section to meet the City's TSP standards for a collector street. Also included are the installation of new utility infrastructure (sanitary, storm, and water) to accommodate existing peak load and future growth. City Public Works staff will be responsible for the cleaning and maintenance of this road after construction is completed. However, being new construction it is anticipated that this work will be minimal and consist mostly of cleaning of stormwater catch basins, street sweeping, and leaf disposal.

**Adams Avenue South Construction:** This project constructs Adams Avenue between Oregon Street and Tualatin-Sherwood Road. This road is designated as a collector street in the City's TSP and intended to relieve traffic congestion through downtown Sherwood. City Public Works staff will be responsible for the cleaning and maintenance of this road after construction is completed. However, being new construction it is anticipated that this work will be minimal and consist mostly of cleaning of stormwater catch basins, street sweeping, and leaf disposal.

**Adams Avenue/Oregon Street Signal Construction:** This project installs a traffic control signal at the Adams Avenue/Oregon Street intersection. This intersection is to be built in conjunction with the Adams Avenue South street project. Washington County DOT maintains all the traffic control signals for the City of Sherwood. It is anticipated City Public Works staff will not have any maintenance duties with this improvement.



**Adams Avenue/Oregon Railroad Crossing (Portland and Western Railroad):** This project reconstructs the at-grade railroad crossing and the Oregon Street alignment through the railroad crossing. This project is to be built in conjunction with the Adams Avenue South street construction project. The railroad crossing will be maintained by the Portland and Western Railroad. It is anticipated that Public Works staff will not have any maintenance duties with the railroad crossing improvements; however, Public Works staff will be responsible for the newly constructed portion of Oregon Street outside the railroad crossing improvements. Being new construction it is anticipated that this work will be minimal and consist mostly of cleaning of stormwater catch basins, street sweeping, and leaf disposal.

**Adams Avenue North Construction:** This project constructs the extension of Adams Avenue between Tualatin-Sherwood Road and Highway 99W at the existing intersection to Home Depot. This project is to provide access and growth opportunities to the properties that lay along its alignment. This road is being designated as a collector street and will conform to the TSP street standards. City Public Works staff will be responsible for the cleaning and maintenance of this road after construction is completed. However, being new construction it is anticipated that this work will be minimal and consist mostly of cleaning of stormwater catch basins, street sweeping, and leaf disposal.

**Downtown Streetscapes Phase 2 Design and Construction:** This project reconstructs the Railroad Street between Pine Street and Main Street and Washington Street between Railroad Street and 1<sup>st</sup> Street in conformance with existing aesthetic standards for the Downtown Streetscape Phase 1 project. There will be several changes from the material and construction standards used in the Phase 1 project in an effort to reduce costs and avoid ongoing maintenance issues. Also included are the installation of new utility infrastructure (sanitary, storm, and water) to accommodate existing peak load and future growth. City Public Works staff will be responsible for the cleaning and maintenance of this road after construction is completed. However, being new construction it is anticipated that this work will be minimal and consist mostly of cleaning of stormwater catch basins, street sweeping, and leaf disposal.



**Street Capital Budget**

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2009-10 Projected	2010-11 Proposed	2010-11 Approved	2010-11 Adopted
<b>SOURCES</b>							
Beginning fund balance	\$ 5,986,617	\$ 3,723,852	\$ 3,632,573	\$ 4,588,428	\$ 4,429,436	\$ 4,429,436	\$ 4,429,436
Revenue							
Intergovernmental	45,554		1,138,750	1,138,750	4,160,000	4,160,000	4,160,000
Infrastructure fees	391,347	1,605,406	550,000	200,000	150,000	150,000	150,000
Fines, interest and other	237,615	211,781	72,000	50,000	17,760	17,760	17,760
Total revenue	674,516	1,817,187	1,760,750	1,388,750	4,327,760	4,327,760	4,327,760
Other sources							
Transfers in	171,765		395,000	395,000	115,000	115,000	115,000
Issuance of long-term debt							
Total other sources	171,765	-	395,000	395,000	115,000	115,000	115,000
<b>Total sources</b>	<b>6,832,898</b>	<b>5,541,038</b>	<b>5,788,323</b>	<b>6,372,178</b>	<b>8,872,196</b>	<b>8,872,196</b>	<b>8,872,196</b>
<b>USES</b>							
Expenditures							
Personal services							
Salaries and wages	34,835	75,916	103,848	113,156	115,802	115,802	115,802
Payroll taxes	3,211	6,341	10,968	11,984	12,184	12,184	12,184
Benefits	10,104	31,730	32,587	32,442	34,710	34,710	34,710
Total personal services	48,150	113,987	147,403	157,582	162,696	162,696	162,696
Materials and services							
Professional & technical	2,475,879	677,200					
Facility and equipment	48	945					
Other purchased serv	2,534	8,644	259	240	204	204	204
Supplies	2,275	9,651					
Other materials & serv	119,230	84,700	122,415	130,888	137,544	137,544	137,544
Total materials & serv	2,599,966	781,140	122,674	131,128	137,748	137,748	137,748
Capital outlay							
Land	182,785	14,470					
Infrastructure	259,085	24,013	3,552,887	1,580,282	6,705,427	6,705,427	6,705,427
Total capital outlay	441,870	38,483	3,552,887	1,580,282	6,705,427	6,705,427	6,705,427
Debt service							
Issuance costs							
Total debt service	-	-	-	-	-	-	-
Total expenditures	3,089,986	933,610	3,822,964	1,868,992	7,005,871	7,005,871	7,005,871
Other uses							
Transfers out	19,060	19,000	73,750	73,750			
Ending Fund Balance	\$ 3,723,852	\$ 4,588,428					
Contingency			1,891,609	4,429,436	1,866,325	1,866,325	1,866,325
<b>Total uses</b>	<b>6,832,898</b>	<b>5,541,038</b>	<b>5,788,323</b>	<b>6,372,178</b>	<b>8,872,196</b>	<b>8,872,196</b>	<b>8,872,196</b>

All City vehicles go through DEQ even though they are exempt from this process.



**Personnel FTE Comparison to Prior Year**

	2008-09 Budget	2009-10 Budget	(Deletions) Additions	2010-11 Budget
Administration	17.15	17.60	2.30	19.90
Community Development	17.50	17.50		17.50
Public Safety	28.50	29.00	(1.00)	28.00
Community Services	13.96	13.44		13.44
Public Works Operations	24.50	25.25	5.25	30.50
Total	101.61	102.79	6.55	109.34

**Reasons for change from 2009-10 to 2010-11:**

Administration	Add two court clerks for photo red light	2.00
	Increase Judge hours for photo red light	0.30
		2.30
Public Safety	Eliminate the Public Safety Director position	(1.00)
		(1.00)
Public Works	Admin I - Water	1.00
	Add a seasonal for maintenance of new school fields	0.50
	Reallocate Seasonal Employees from Professional Services	3.75
		5.25
Total		6.55

Approved positions that will remain vacant for part or all of the 10-11 budget year.

Assistant City Manager  
 Engineering Tech for six months  
 Building Inspector  
 Building Permit Technician  
 2 Police Officers

**Management/Supervisory/Confidential**

Position	Group Range	Minimum Hourly	Maximum Hourly	Minimum Monthly	Maximum Monthly
Admin Asst III - Confidential	A1	18.23	23.34	3,160	4,045
Program/Project Supervisor I Payroll Tech	A2	20.05	25.67	3,476	4,450
Program/Project Supervisor II	B	22.06	28.23	3,823	4,894
PW Operations Supervisor Supervising Librarian Emergency Management Coord. Recreation Coordinator	C	24.26	31.05	4,204	5,382
System Administrator Accounting Supervisor Water Operations Supervisor Engineering Associate II	D	26.45	33.85	4,584	5,868
Civil Engineer Police Sgt (non-exempt) Project Engineer Planning Manager	E	28.83	36.90	4,997	6,397
Building Official Library Manager	F	31.13	39.85	5,396	6,907
Human Resource Manager Police Captain Economic Development Manager	G	33.62	43.03	5,827	7,459
City Engineer Community Services Director	H	35.97	46.05	6,235	7,982
IT Director Community Develop Director Finance Director Public Works Director	I	38.49	49.27	6,672	8,540
Assistant City Manager Police Chief	J	41.19	52.72	7,139	9,138
City Manager City Recorder Municipal Judge	Contract Employees				

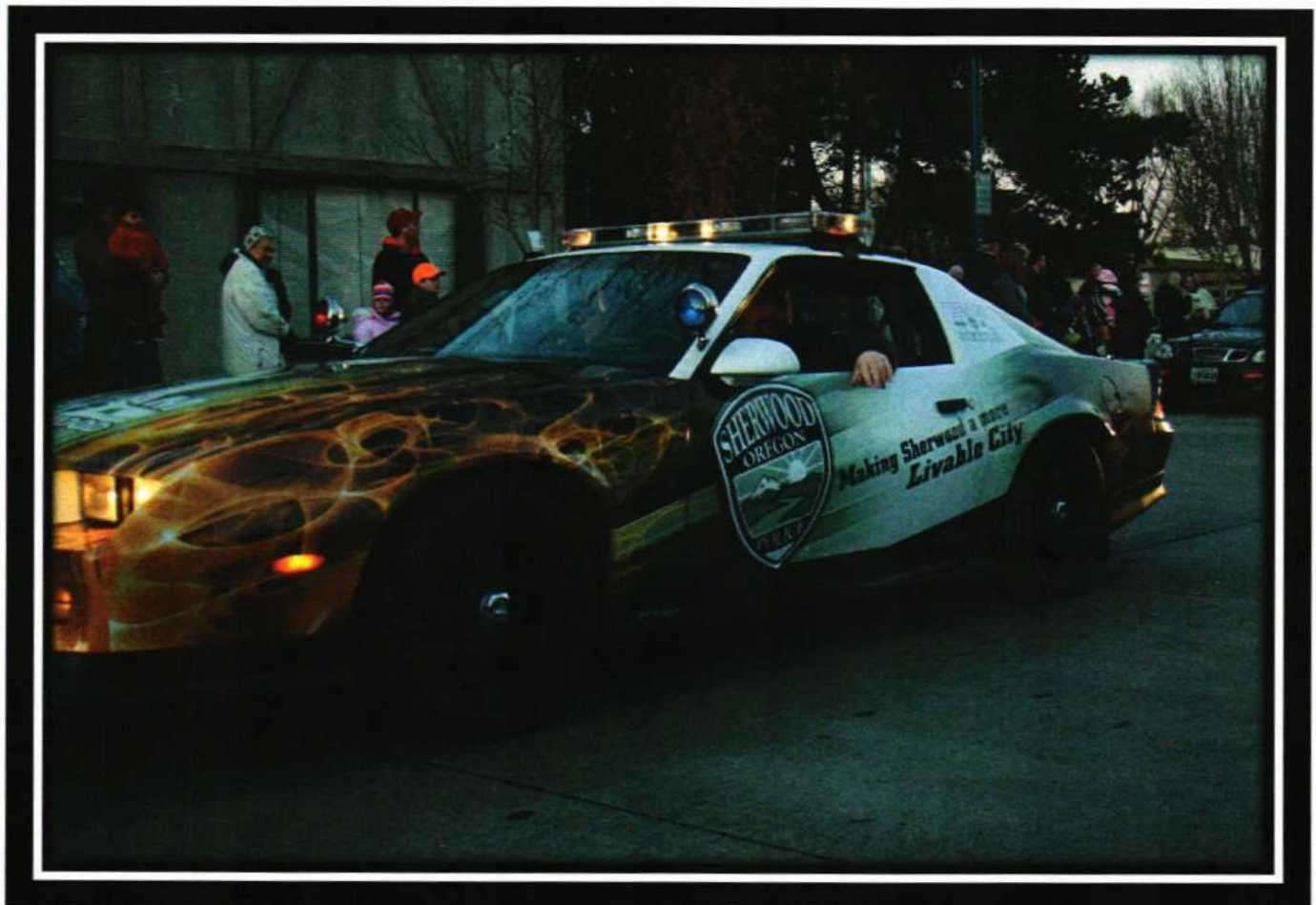


**AFSCME Represented**

Position	Group Range	Minimum Hourly	Maximum Hourly	Minimum Monthly	Maximum Monthly
Library Page 1 Recreational Assistant	1	10.39	13.30	1,800	2,305
Library Page 2	2	12.15	15.56	2,106	2,696
Admin Asst I Library Asst I Recreation Specialist	3	13.98	17.89	2,423	3,101
Admin Asst II Library Asst II Maintenance Worker I	4	15.79	20.21	2,737	3,503
Admin Asst III Maintenance Worker II Engineering Tech I	5	17.52	22.43	3,038	3,888
Finance Tech Code Compliance/Evidence Tech Department/Program Coordinator Maintenance Worker III Permit Specialist Public Works Tech Mechanic	6	19.28	24.68	3,342	4,277
Assistant Planner Librarian Maintenance Worker Lead Accountant Court Administrator	7	21.01	26.90	3,642	4,663
Associate Planner CADD/GIS Tech Engineering Associate I Inspector I	8	22.90	29.32	3,970	5,082
Inspector II Senior Accountant	9	24.74	31.67	4,288	5,489
Business System Analyst Senior Planner	10	26.47	33.88	4,589	5,874

**SPOA Represented**

Position	Group Range	Minimum Hourly	Maximum Hourly	Minimum Monthly	Maximum Monthly
Police Officer	1	23.94	30.64	4,149	5,312

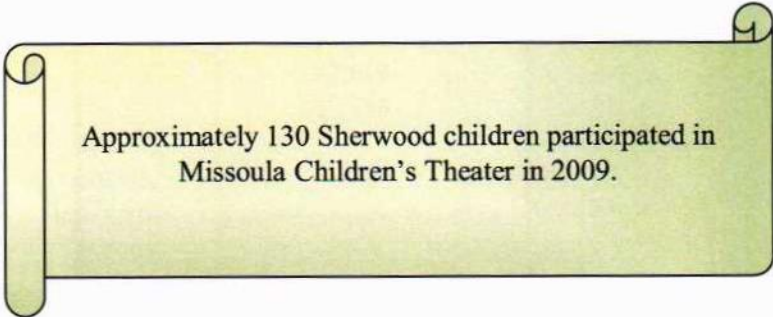




**Description of Long-Term Debt**

All debt with repayment terms in excess of one year is shown on the following schedule. Debt, which the City plans to issue in fiscal year 2010-11, is shown, and debt service on planned loans is budgeted.

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.



Approximately 130 Sherwood children participated in Missoula Children's Theater in 2009.

**Debt Service Expenditures to Maturity**

	Total Debt to Outside Parties	General Obligation Bonds		
		2004 A & B Refunding	2001 Police	Subtotal in Debt Service Fund
Original amount	\$ 47,915,708	\$ 6,045,000	\$ 3,840,000	\$ 9,885,000
Balance at 06/30/10	37,711,751	3,810,000	2,555,000	6,365,000
Payment source		Property taxes		
Paying fund		Debt Service		
Year Ending June 30				
2011	3,643,927	624,088	295,871	919,959
2012	4,134,774	619,238	298,006	917,244
2013	3,959,407	622,825	299,521	922,346
2014	3,561,450	621,419	300,396	921,815
2015	3,439,633	623,194	295,780	918,974
2016	3,446,142	628,594	300,541	929,135
2017	3,440,925	622,500	299,494	921,994
2018	2,631,566		297,731	297,731
2019	2,637,133		300,209	300,209
2020	2,634,987		301,750	301,750
2021	2,561,268		302,375	302,375
2022	2,121,019			
2023	2,079,663			
2024	2,080,588			
2025	1,640,735			
2026	1,645,422			
2027	1,644,235			
2028	1,160,079			
2029	1,160,079			
2030	736,000			
2031	736,000			
Total	\$ 51,095,032	\$ 4,361,858	\$ 3,291,674	\$ 7,653,532



**Debt Service Expenditures to Maturity**

<b>City Loans</b>							
2001 YMCA		2002 Public Works Fieldhouse	Long Term Water Supply	Water Reservoir	Stella Olsen Culvert	<b>Total City Debt Exclusive of URA</b>	
\$ 1,461,332	\$ 508,668	\$ 1,900,000	\$ 10,000,000	\$ 6,000,000	\$ 500,000	\$ 30,255,000	
812,490	282,510	506,146	10,000,000	6,000,000	383,045	\$ 24,349,191	
Rent of buildings General	Parks SDCs General Construction	Rent of buildings & Unrestricted Sanitary, Storm, Street	Water Rates Water	Water Rates Water	Storm Rates Storm		
139,782	48,604	238,110	250,000	424,079	109,443	2,129,977	
138,451	48,141	238,110	736,000	424,079	109,440	2,611,465	
140,442	48,833	59,528	736,000	424,079	109,441	2,440,669	
138,347	48,104		736,000	424,079	82,081	2,350,426	
139,580	48,533		736,000	424,079		2,267,166	
136,714	47,537		736,000	424,079		2,273,465	
137,166	47,694		736,000	424,079		2,266,933	
			736,000	424,079		1,457,810	
			736,000	424,079		1,460,288	
			736,000	424,079		1,461,829	
			736,000	424,079		1,462,454	
			736,000	424,079		1,160,079	
			736,000	424,079		1,160,079	
			736,000	424,079		1,160,079	
			736,000	424,079		1,160,079	
			736,000	424,079		1,160,079	
			736,000	424,079		1,160,079	
			736,000	424,079		1,160,079	
			736,000	424,079		1,160,079	
			736,000	424,079		736,000	
			736,000	424,079		736,000	
\$ 970,482	\$ 337,446	\$ 535,748	\$ 14,234,000	\$ 8,057,501	\$ 410,405	\$ 32,199,114	

**Debt Service Expenditures to Maturity****City Loans for Sherwood Urban Renewal Agency Projects**

	2003 Bank Civic Building	2003 OECDD Civic Bldg & Streets	2004 Cannery Loan	2005 Old School & Sports Fields	2006 B of A Streets	2006 OECDD Streets	Total City Debt on Behalf of URA
Original amount	\$ 2,435,000	\$ 5,845,708	\$ 350,000	\$ 830,000	\$ 1,800,000	\$ 6,400,000	\$ 17,660,708
Balance at 06/30/10	850,000	4,501,814	140,000	617,000	1,474,315	5,779,431	\$ 13,362,560
Payment source	Reimbursement from the Sherwood Urban Renewal Agency						
Paying fund	General	General	General	General	General	General	
Year Ending June 30							
2011	300,176	435,250	41,554	79,754	175,396	481,820	1,513,950
2012	305,590	438,486	39,681	80,336	175,396	483,820	1,523,309
2013	305,472	435,853	37,809	78,769	175,416	485,419	1,518,738
2014		437,879	35,983	80,145	175,398	481,619	1,211,024
2015		434,138		80,314	175,396	482,619	1,172,467
2016		434,738		79,334	175,386	483,219	1,172,677
2017		434,938		80,239	175,396	483,419	1,173,992
2018		434,483		80,657	175,396	483,220	1,173,756
2019		438,353		80,487	175,386	482,619	1,176,845
2020		436,313		79,830	175,396	481,619	1,173,158
2021		438,553			175,398	484,863	1,098,814
2022		434,828			43,849	482,263	960,940
2023		435,496				484,088	919,584
2024		435,233				485,276	920,509
2025						480,656	480,656
2026						485,343	485,343
2027						484,156	484,156
2028							
2029							
2030							
2031							
Total	\$ 911,238	\$ 6,104,541	\$ 155,027	\$ 799,865	\$ 1,973,209	\$ 8,216,038	\$ 18,159,918



**Debt Margin**

Total assessed value on January 1, 2009:	\$ 1,434,708,323
Debt limitation: 3% of total assessed value	\$ 43,041,250
Debt outstanding at June 30, 2010:	
General obligation bonds outstanding	\$ 6,365,000
Less amount available for repayment of general obligation bonds	<u>(2,999)</u>
Net debt outstanding that is subject to limitation	6,362,001
Amount of general obligation bonds that could be issued	<u>\$ 36,679,249</u>

**Transfers**

<b>Transfer from:</b>		<b>Transfer to:</b>				
		General			Asset	
Fund	Telecom	Construction	Water	Street	Depreciation	Total
	Fund	Fund	Fund	Fund	Fund	
1 General		250,000				250,000
2 Water					25,000	25,000
2 Storm					60,000	60,000
2 Streets					29,000	29,000
3 Sanitary			64,000			64,000
3 Storm			64,000			64,000
3 Streets			32,000			32,000
4 Sanitary				15,000		15,000
5 Storm				100,000		100,000
6 Water	25,500					25,500
Total	\$ 25,500	\$ 250,000	\$ 160,000	\$ 115,000	\$ 114,000	\$ 664,500

**Purpose:**

- 1 Transfer the Robin Hood Lot Proceeds for future use on the Community Center
- 2 Set aside money for replacement of capital assets
- 3 Utility Billing service charge
- 4 Sanitary portion of Street projects
- 5 Storm portion of Street projects
- 6 Payment to Telecom for the Broadband services used by the Water fund

During the adoption of the budget, City Council voted to defer the planned \$306,000 transfer to the Asset Depreciation Fund and retain the funding in the General Fund contingency.

**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 advertised either in the local newspaper, by mailing or hand delivery. ORS requires that if the notice is published in a newspaper it must be published at least twice, five to 30 days before the scheduled budget committee meeting, if the notice is mailed or hand delivered, it must be done not later than 10 days prior to the meeting date.
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 summary of the budget approved by the Budget Committee and notice of budget hearing five to 30 days before the scheduled 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**

<b>Event</b>	<b>Lead Person/Group</b>	<b>Date</b>
Draft budget ready for City Manager review	Budget Officer	March 5
Proposed budget to the Budget Committee	Budget Officer	March 31
1st Budget Committee meeting with public comment	Budget Committee	April 7
2nd Budget Committee meeting	Budget Committee	April 14
3rd Budget Committee meeting and budget approval	Budget Committee	April 20
Approved budget delivered to the City Council	Budget Officer	May 7
Public hearing on the approved budget	City Council	May 18
Adopt budget	City Council	June 1
Adopted budget available	Budget Officer	July 1
Review current year actuals and projections with the Budget Committee.	Budget Officer and Finance Director	November 2010

### **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.

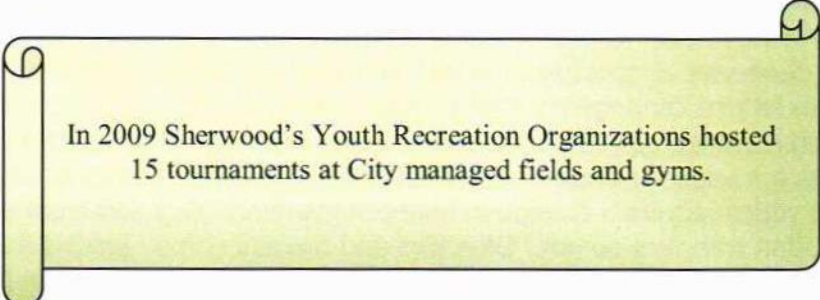
Generally accepted accounting principles (GAAP) for governments require that the enterprise funds be accounted for in the same way as businesses. Consequently, actual results for the enterprise funds are shown on both the budgetary (current financial resources and modified accrual) and GAAP basis (economic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

**2009-10 Budget and 2009-10 Projected**

As required by Oregon budget law, the 2009-10 budget columns shows the adopted budget after changes made by the City Council during the year. The 2009-10 projected columns show the latest forecast of activity through June 30, 2009.

**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 or contingency. The City budgets all excesses as contingency. If it is not appropriated during the year, contingency will be the amount of ending fund balance at June 30.



In 2009 Sherwood's Youth Recreation Organizations hosted 15 tournaments at City managed fields and gyms.



**Financial Policies**

Financial policies, approved by the City Manager, are intended to ensure that the City maintains the ability to meet its immediate and long-term service objectives.

Financial policies are designed to:

- Provide timely, accurate information useful to the City's management, elected officials, and citizenry in making good business decisions.
- Ensure compliance with all finance-related statutory and contractual requirements.
- Promote sound financial management.
- Safeguard the City's assets.

Specific policies include the following:

**Financial Planning**

Financial forecasts are maintained which include at least the next three years operations for the General Fund and Enterprise funds.

**Budgeting*****Contingency***

To ensure sufficient cash flow and provide for unanticipated events, the annual budget includes contingency equal to at least 10% of budgeted revenue in the City's General Fund and in the Operations departments of the Water, Sanitary, Storm, and Street funds.

***Balanced budget***

Negative fund balances or cash balances by restricted revenue source will be avoided.

***Budget changes subsequent to adoption***

Changes in circumstances which will affect the current year's budget are monitored and reported to the City Council as part of the monthly financial report. Changes needed to comply with budget law or to maintain the budget as an effective tool for monitoring financial performance are submitted to the City Council as needed, generally in January and June.

**Financial Reporting**

Financial reports are prepared monthly for the City Council, City Manager, and all Directors/Managers with budgetary responsibility. The City prepares a comprehensive annual financial report, audited by independent CPAs.

**Capital Improvement Planning and Monitoring*****Capital Improvement Plan (CIP):***

A CIP is maintained which includes at least the next five years. The CIP is updated at least annually, and is included in the annual budget. (Page 86 and 67)

***Integration with operations forecasts***

Whenever a capital improvement is likely to have a material impact on future operating expenditures, estimates of the impact will be made and incorporated into financial forecasts.

**Revenue and Expenditures*****Restricted resources***

Restrictions on the use of financial resources are imposed by laws, grant awards, loan agreements, contracts, and City ordinances and resolutions. Allowable expenditures are funded first by restricted resources, from the most restrictive to the least.

***Purchasing***

Purchase orders are required for certain purchases. Purchasing approvals are governed by policy; processes are governed by Local Contract Review Board rules.

**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**

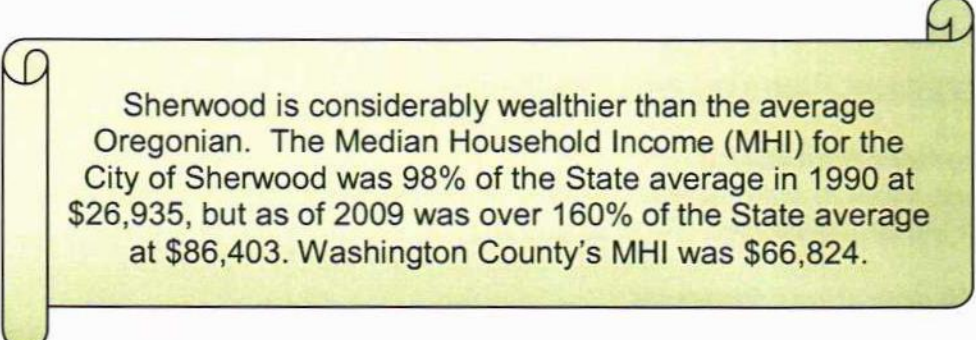
Cash balances are insured and collateralized. Cash in excess of immediate needs is invested in the Oregon State Treasury's Local Government Investment Pool.

**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.



Sherwood is considerably wealthier than the average Oregonian. The Median Household Income (MHI) for the City of Sherwood was 98% of the State average in 1990 at \$26,935, but as of 2009 was over 160% of the State average at \$86,403. Washington County's MHI was \$66,824.



## Glossary

**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 set aside for unforeseen spending that may become necessary. If the contingency is not used, it will be the amount of fund balance at the end of the fiscal year.

**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, Street, 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.

**Local Improvement District (LID)** - A specific geographic area in which debt service for bonds issued to construct public infrastructure are repaid by assessments on the specific properties benefited by the improvements.

**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 has 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 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.

**Reimbursements** - Repayments from the funds and departments responsible for particular expenditures to the funds and departments that initially paid for them. Reimbursements increase expenditures in the reimbursing fund and department, and decrease expenditures in the reimbursed fund and department.

**Reserve Fund** - A fund, defined in Oregon budget law, which accumulates monies from year to year for a specific purpose. The City's Asset Depreciation Fund is a reserve fund.

**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.

**TIF** - Traffic Impact Fee, a regional SDC. TIF's are governed by Washington County, but collected and used on development within Sherwood by the City.

**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.

**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 measures.





# **City of Sherwood, Oregon Urban Renewal District**

22560 SW Pine Street  
Sherwood, OR 97140

## **Adopted Budget**

2010-2011



## **Budget Committee**

### **Board of Directors**

Board Chair  
Board President  
Board Member  
Board Member  
Board Member  
Board Member  
Board Member

Keith Mays  
Dave Heironimus  
Del Clark  
Robyn Folsom  
Dave Grant  
Linda Henderson  
Lee Weislogel

### **Citizens**

Chair  
Vice Chair  
Citizen Member  
Citizen Member  
Citizen Member  
Citizen Member  
Citizen Member

Kimberly Rocha-Pearson  
Ivonne Pflaum  
Irene Baker  
Timothy Carkin  
Perry Francis  
Steve Munsterman  
Lynette Waller

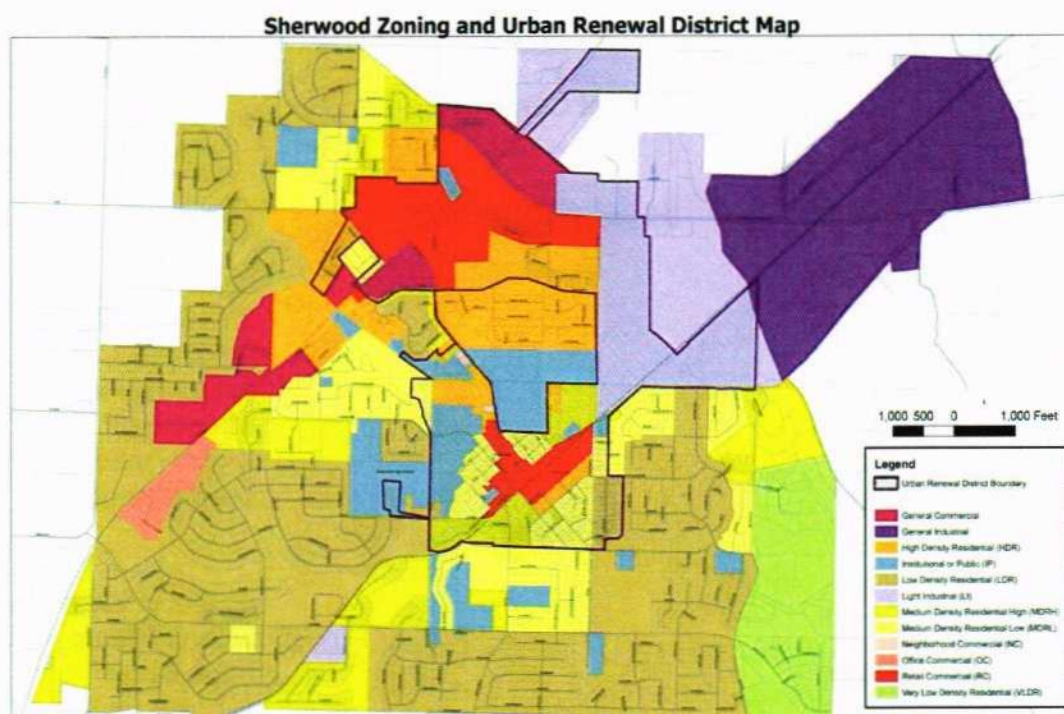
District Administrator  
Finance Director  
Budget Officer

Jim Patterson  
Craig Gibbons  
Julie Blums

[www.ci.sherwood.or.us](http://www.ci.sherwood.or.us)

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**Budget Message for FY 2010-11**

The City of Sherwood Urban Renewal Agency (URA) is a legally 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.

Urban Renewal Tax Collections are not an additional tax, and do not take revenue away from other taxing districts. Urban Renewal Tax Collections are used to initiate development that would not be financially feasible without infrastructure improvements made possible by urban renewal financing.

**Accomplishments for FY 09-10**

- Façade Grants totaling \$30,000 for a project on 1<sup>st</sup> and Pine St.
- Cannery agreements were renegotiated and signed and the PUD Application was submitted and approved. Significant engineering and design was also completed.
- Purchase of properties for redevelopment including: property on 1<sup>st</sup> and Pine and Sherwood Blvd.
- Acquired downtown coordination services of a R.A.R.E. Participant.
- Develop a draft marketing plan for Old Town.
- Developed an infrastructure financing plan for the district.
- Began a Small Business Workshop series in partnership with the Chamber, PCC and Sherwood School District.

**2010-2011 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 Cannery Redevelopment
- Promote Sherwood through OECDD, Regional Partners, and OEDA involvement
- Promote Certification of Industrial Sites

**Performance Measures**

- Accomplish first phase of Cannery public improvements
- Track number of recruitments
- Track number of properties identified for certification

## Support Tourism as an Economic Engine

## Activities

- Assist in the development of a Marketing Plan for Old Town
- Coordinate Tourism promotion with WCVA and State of Oregon Tourism department

## Performance Measures

- Complete and begin to implement Old Town Marketing Plan
- Track number of tourism partnership opportunities

Develop the infrastructure and services necessary to support economic development in Sherwood.

## Activities

- Implement an infrastructure Financing Plan for the Urban Renewal District
- Develop URA Plan expansion options to include new employment lands

## Performance Measures

- Financing agreements complete
- URA plan options complete and ready for consideration

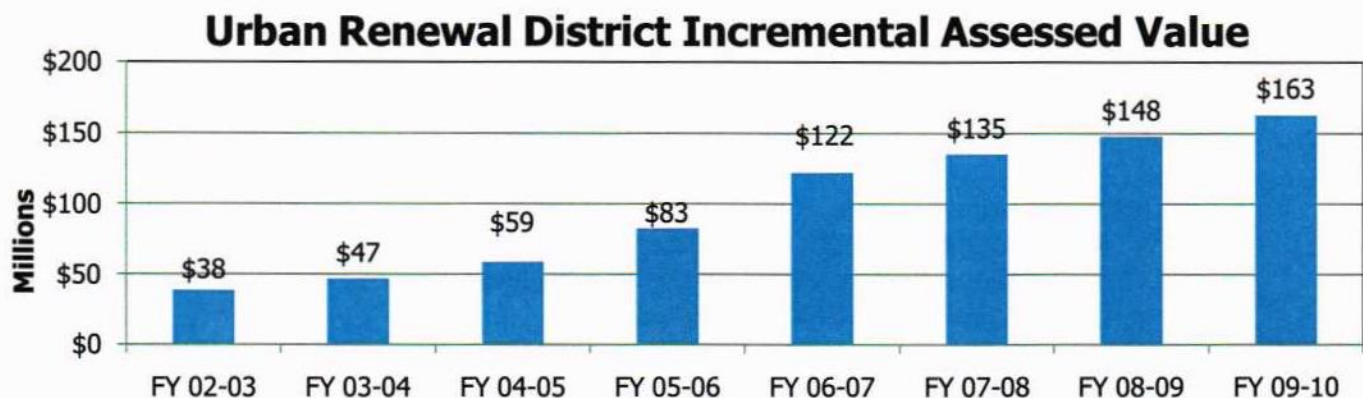
Develop a local workforce of residents whose skills are compatible with the needs of local business.

## Activities

- Explore options for an Economic Development Business Survey which would include examination of workforce needs.
- Strategize with PCC and the Chamber to provide additional business training

## Performance Measures

- Develop a contract and complete a survey for workforce survey
- Hold additional Small Business Workshops in the Fall and Spring.





**Urban Renewal Budget**

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2009-10 Projected	2010-11 Proposed	2010-11 Approved	2010-11 Adopted
<b>SOURCES</b>							
Beginning fund balance	\$ 1,001,041	\$ 1,181,140	\$ 362,561	\$ 2,792,650	\$ 2,877,087	\$ 2,877,087	\$ 2,877,087
Revenue							
Taxes	2,495,608	2,667,057	2,888,302	2,855,102	2,794,616	2,794,616	2,794,616
Charges for Services				41,980			
Fines, interest and other	61,805	365,000	51,200	25,000	28,000	28,000	28,000
Total revenue	2,557,413	3,032,057	2,939,502	2,922,082	2,822,616	2,822,616	2,822,616
Other sources							
Issuance of long-term debt		6,065,000	8,500,000	1,000,000	9,000,000	9,000,000	9,000,000
Total other sources	-	6,065,000	8,500,000	1,000,000	9,000,000	9,000,000	9,000,000
<b>Total sources</b>	<b>3,558,454</b>	<b>10,278,197</b>	<b>11,802,063</b>	<b>6,714,732</b>	<b>14,699,703</b>	<b>14,699,703</b>	<b>14,699,703</b>
<b>USES</b>							
Expenditures							
Personal services							
Salaries and wages	55,391	96,036	110,103	94,780	103,234	103,234	103,234
Payroll taxes	5,137	8,325	10,151	8,903	9,666	9,666	9,666
Benefits	16,984	31,261	34,284	29,210	31,823	31,823	31,823
Total personal services	77,512	135,622	154,538	132,893	144,723	144,723	144,723
Materials and services							
Professional & technical	151,688	161,202	305,000	305,000	305,000	305,000	305,000
Facility and equipment	7,655	6,114					
Other purchased services	9,223	16,327	19,667	18,952	18,970	18,970	18,970
Supplies	1,250	5,152	2,000	4,000	3,600	3,600	3,600
Community activities	4,359	145,000	150,000	60,000	121,200	121,200	121,200
Other materials & services	103,395	104,148	84,093	78,781	79,728	79,728	79,728
Total materials & services	277,572	437,943	560,760	466,733	528,498	528,498	528,498
Capital outlay							
Land	589,000	3,329,000	135,000	330,000	350,000	350,000	350,000
Infrastructure	19,292	1,480,180	8,638,750	1,138,750	9,000,000	9,000,000	9,000,000
Buildings	361,000	150,000					
Total capital outlay	969,292	4,959,180	8,773,750	1,468,750	9,350,000	9,350,000	9,350,000
Debt service							
Principal	522,408	1,135,166	911,000	911,000	940,917	940,917	940,917
Interest	530,531	817,636	858,269	858,269	823,033	823,033	823,033
Total debt service	1,052,939	1,952,802	1,769,269	1,769,269	1,763,950	1,763,950	1,763,950
Total expenditures	2,377,314	7,485,546	11,258,317	3,837,645	11,787,171	11,787,171	11,787,171
Other uses							
Ending Fund Balance	1,181,140	2,792,650					
Contingency			543,746	2,877,087	2,912,532	2,912,532	2,912,532
<b>Total uses</b>	<b>3,558,454</b>	<b>10,278,196</b>	<b>11,802,063</b>	<b>6,714,732</b>	<b>14,699,703</b>	<b>14,699,703</b>	<b>14,699,703</b>

Sherwood has proportionally more owner occupied houses than Oregon or Washington County on average. Sherwood averages 78% compared to Oregon at 64% and Washington County at 60%.

**Debt Service Expenditures to Maturity****City Loans for Sherwood Urban Renewal Agency Projects**

	2003 Bank Civic Building	2003 OECDD Civic Bldg & Streets	2004 Cannery Loan	2005 Old School & Sports Fields	2006 B of A Streets	2006 OECDD Streets	Total City Debt on Behalf of URA
Original amount	\$ 2,435,000	\$ 5,845,708	\$ 350,000	\$ 830,000	\$ 1,800,000	\$ 6,400,000	\$ 17,660,708
Balance at 06/30/10	850,000	4,501,814	140,000	617,000	1,474,315	5,779,431	\$ 13,362,560
<b>Year Ending June 30</b>							
2011	300,176	435,250	41,554	79,754	175,396	481,820	1,513,950
2012	305,590	438,486	39,681	80,336	175,396	483,820	1,523,309
2013	305,472	435,853	37,809	78,769	175,416	485,419	1,518,738
2014		437,879	35,983	80,145	175,398	481,619	1,211,024
2015		434,138		80,314	175,396	482,619	1,172,467
2016		434,738		79,334	175,386	483,219	1,172,677
2017		434,938		80,239	175,396	483,419	1,173,992
2018		434,483		80,657	175,396	483,220	1,173,756
2019		438,353		80,487	175,386	482,619	1,176,845
2020		436,313		79,830	175,396	481,619	1,173,158
2021		438,553			175,398	484,863	1,098,814
2022		434,828			43,849	482,263	960,940
2023		435,496				484,088	919,584
2024		435,233				485,276	920,509
2025						480,656	480,656
2026						485,343	485,343
2027						484,156	484,156
2028							-
2029							-
2030							-
2031							-
Total	\$ 911,238	\$ 6,104,541	\$ 155,027	\$ 799,865	\$ 1,973,209	\$ 8,216,038	\$ 18,159,918

Sherwood's residents are younger than the State average. 20% of Sherwood's population is ages 35-44, the largest age group in the City. The largest age group in Oregon, overall, is the 45-54 age group, 15% of the State's population. The average age of Sherwood in 2009 was 32.3 years compared to Oregon at 38 years, and Washington County at 34.5 years. Over 37% of Sherwood's population is under 20 compared to less than 26% for Oregon and 30% for Washington County.



**Debt Service Expenditures to Maturity**

	<b><u>URA Loans</u></b>		<b>Total Debt on</b>
	<b>2010 URA Line</b>	<b>Total URA</b>	<b>Behalf of</b>
	<b>of Credit</b>	<b>Debt</b>	<b>URA</b>
Original amount	\$ 7,065,000	\$ 7,065,000	\$ 24,725,708
Balance at 06/30/10	7,065,000	7,065,000	\$ 20,427,560

<b><u>Year Ending June 30</u></b>			
2011	500,000	500,000	2,013,950
2012	655,000	655,000	2,178,309
2013	655,000	655,000	2,173,738
2014	655,000	655,000	1,211,024
2015	655,000	655,000	1,172,467
2016	655,000	655,000	1,172,677
2017	655,000	655,000	1,173,992
2018	655,000	655,000	1,173,756
2019	655,000	655,000	1,176,845
2020	655,000	655,000	1,173,158
2021	655,000	655,000	1,098,814
2022	655,000	655,000	960,940
2023	655,000	655,000	919,584
2024	655,000	655,000	920,509
2025	655,000	655,000	480,656
2026	655,000	655,000	485,343
2027			484,156
2028			
2029			
2030			
2031			
Total	<u>\$ 10,325,000</u>	<u>\$ 10,325,000</u>	<u>\$ 38,525,601</u>

Sherwood has proportionally more families. As of 2009 there were 4,495 families in Sherwood, equating to 2.8 people per household. Overall, Oregon has 973,427 families equating to 2.51 per household.

