

CITY OF SHERWOOD

FY 2021-2022 APPROVED BUDGET



City of Sherwood Annual Budget

For the Fiscal Year

July 1, 2021 - June 30, 2022

CITY COUNCIL:

Keith Mays, *Mayor*

Tim Rosener, *Council President*

Renee Brouse, *Council Member*

Sean Garland, *Council Member*

Russell Griffin, *Council Member*

Doug Scott, *Council Member*

Kim Young, *Council Member*

BUDGET COMMITTEE:

Kady Strode, *Chair*

Thomas Sherwood, *Vice Chair*

Brian Fairbanks

Matt Kaufman

Paul Mayer

Lana Painter

Nancy Taylor

CITY STAFF:

Joseph Gall, *City Manager*

David Bodway, *Finance Director*



Home of the Tualatin River National Wildlife Refuge

READER'S GUIDE

- 1 GFOA Distinguished Budget Presentation Award
- 2 How to Make the Most of the Budget
- 3 Budget Message
- 12 About Sherwood
- 15 Principal Property Taxpayers
- 16 Map
- 17 City Council Mission and Values
- 18 City Council Goals
- 20 Organizational Chart
- 21 Budget Process
- 23 Basis of Budgeting
- 24 Fund Structure

REVENUE & EXPENDITURES

Revenue

- 26 Revenue Summary by Source
- 27 Where the Money Comes From
- 28 Overview of Major Revenue Sources

Expenditures

- 32 Expense Summary by Category
- 33 Where the Money Goes
- 34 Overview of Major Categories of Expense

DEBT SERVICE & (CIP) CAPITAL IMPROVEMENT PLAN

Debt Service

- 37 Overview of Long-Term Debt

Capital Improvement Plan

- 39 Overview of 5 Year CIP
- 41 Current Year Capital Projects

BUDGET DETAIL

- 47 City in Total
- 48 City by Fund
- General Government
 - 49 General Fund in Total
 - 50 General Fund by Division
 - 53 General Fund – Administration Division
 - 62 General Fund – Community Development Division
 - 67 General Fund – Police Services
 - 69 General Fund – Community Services Division
 - 75 General Fund – Public Works Division
 - 79 Transient Lodging Tax
 - 80 Grants Fund
 - 81 Debt Service Fund
 - 82 Street Operations Fund
 - 84 Street Capital Fund
 - 85 General Construction Fund
- Business-Type Funds
 - 86 Water Fund in Total
 - 87 Water Operations
 - 89 Water Capital
 - 90 Sanitary Fund in Total
 - 91 Sanitary Operations
 - 93 Sanitary Capital
 - 94 Stormwater Fund in Total
 - 95 Stormwater Operations
 - 97 Stormwater Capital
 - 98 Broadband Fund

APPENDIX

- 100 FTE Schedule
- 101 Salary Schedule
- 103 Financial Policies
- 112 Glossary and Acronyms



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Sherwood

Oregon

For the Fiscal Year Beginning

July 1, 2020

Christopher P. Morill

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, 2020.

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.

How to Make the Most of the Budget Document

This budget document serves to:

- Present to the City Council and the public with a clear picture of the services the city provides.
- Provide city management with a financial and operating plan that adheres to the city's financial policies.
- Communicate the vision of the City Council and Leadership Team for the City of Sherwood.
- Present financial and organizational operations for each of the city's departments.

Reader's Guide

The reader's guide provides a variety of information about the city.

- Awards
- Budget Message
- Sherwood's history
- Demographic information
- Council Mission, Values, and Goals
- City organization chart
- Oregon budget process, including an explanation of funds

Revenues & Expenditures

This section includes current revenue by source and current expenses by major category. This section also includes an overview of the main sources of revenue for the City, including a review of Oregon's

property tax system; as well as an overview of the major categories of expenses; personal services, materials and services, and capital outlay.

Debt Service & Capital Improvement Plan (CIP)

This section includes information on our General Obligation Bonds, Water Bonds and URA Bonds.

The CIP establishes, prioritizes, and ensures funding for projects to improve existing and develop new infrastructure and facilities. While the CIP serves as a long-range plan (20 years), it is reviewed and revised annually.

Budget Detail

This section includes the detailed budgets for the City as a whole, each fund, division, and program in the City.

Appendix

The Appendix includes the FTE schedules, salary schedules, financial policies, and a glossary with acronyms.

Fiscal Year 2021-22**City Manager's Budget Message****May 14, 2021****The Honorable Mayor Keith Mays****Members of the Sherwood City Council****Members of the Sherwood Budget Committee**

As City Manager for the City of Sherwood, it is my pleasure to present the proposed Fiscal Year 2021-22 (FY2021-22) budget for the City of Sherwood. This \$55.4 million budget funds many services you have come to expect from the City, including public safety, clean water, libraries and parks. It also invests in solving problems our community faces, such as growth impacts, economic opportunities and underserved populations. I have continued to listen and learn from community members, council and staff to guide the City towards its future.

It is important to acknowledge that this proposed budget has been developed during the on-going Covid-19 pandemic in our community. This global pandemic has altered the world in which we are living in unprecedented terms. It is both a health crisis and an economic crisis. One of the biggest challenges for all of us is the tremendous uncertainty in relation to both of these ongoing crises. We do not know the length of time nor the impacts that the pandemic will ultimately have on our organization and our community. It has been difficult to plan when we are in midst of one of the biggest storms in our nation's history. The proposed budget is based upon where we are and what we know as of mid-May 2021. As we have all experienced during this pandemic, our lives are very fluid right now with adjustments and new information being presented on an almost daily basis. As the new fiscal year plays out over the rest of 2021 and into 2022, I anticipate that we may need to make adjustments to the budget as the pandemic continues to evolve and hopefully diminishes.

Budget Overview

I present to you a well-developed proposed budget that is driven by current City Council goals. Specifically, increases in personnel are specifically targeted towards Economic Development and Sherwood Broadband. Proposed changes do not significantly impact the services and programs that are currently offered to our citizens. However, there are changes in some areas due to the ongoing Covid-19 crisis such as the current cancellation of our normal summer events and activities, closure of the Center for the Arts for large events and rentals, and other various programs.

As we near the end of the current fiscal year, I am happy to report that overall city finances are stronger than anticipated a year ago. For example, we initially budgeted an ending fund balance for the General Fund to be \$4.3 million (or 28% of total operating revenues). The projected ending fund balance for the current year is currently estimated to be \$6.6 million (or 41% of total operating revenues). This is well above our overall fiscal policy of having an ending fund balance equal to at least 20% of total operating revenues. This result is caused almost entirely by the very strong fund balance that was carried forward from the end of FY2019-20, along with property taxes, federal CARES reimbursements, development fees, and prudent spending by City staff during the Covid-19 pandemic.

A summary of the proposed budget by the different funds in comparison to the current adopted budget is shown below.

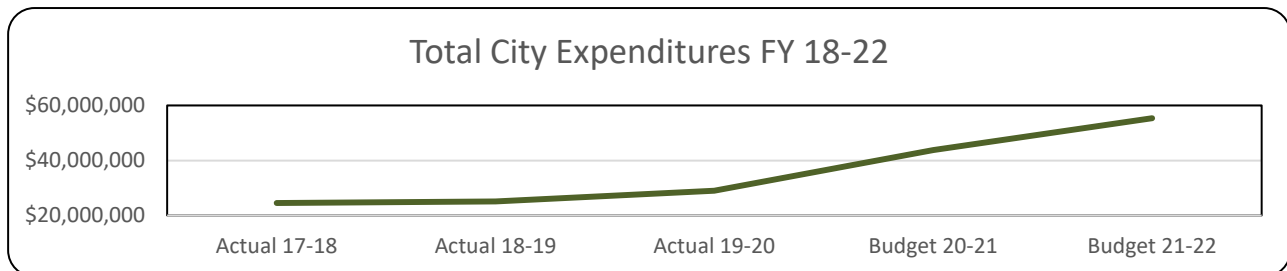
Total Budget (All Funds)

The proposed total budget for FY2021-22 for all funds is \$55.4 million. This represents an increase of \$11.6 million or 26.4% from the current adopted FY2020-21 budget. Within this proposed total budget, Personal Services accounts for \$17.3 million. This figure is 15.6% higher than the current FY2020-21 budget. Personal Services includes all salaries and wages, payroll taxes and employee benefits.

Expenditures	Budget in Brief			
	2020-21 Budget	2021-22 Proposed	Variance	% Change
General Fund				
Administration	2,884,730	3,322,301	437,571	15.2%
Community Development	2,587,441	2,549,641	(37,800)	-1.5%
Police Services	5,034,881	5,402,118	367,237	7.3%
Community Services	2,606,891	2,869,429	262,538	10.1%
Public Works	2,934,616	3,175,165	240,549	8.2%
Subtotal General Fund	16,048,558	17,318,654	1,270,096	7.9%
Debt Service Fund	270,300	-	(270,300)	-100.0%
General Construction Fund	555,528	1,795,416	1,239,888	223.2%
Transient Lodging Tax Fund	-	-	-	0.0%
Grants Fund	92,581	86,456	(6,125)	-6.6%
Street Operations Fund	2,857,530	1,989,406	(868,124)	-30.4%
Street Capital Fund	2,693,113	4,234,630	1,541,517	57.2%
Subtotal General Govt. Funds	22,517,610	25,424,562	2,906,952	12.9%
Water Enterprise Fund	12,324,377	17,272,865	4,948,488	40.2%
Sanitary Enterprise Fund	3,507,915	3,217,762	(290,153)	-8.3%
Storm Enterprise Fund	3,277,081	2,638,512	(638,569)	-19.5%
Telecommunications Fund	2,174,931	6,809,350	4,634,419	213.1%
Subtotal Enterprise Funds	21,284,304	29,938,490	8,654,186	40.7%
Total All Funds	\$ 43,801,914	55,363,051	\$11,561,137	26.4%

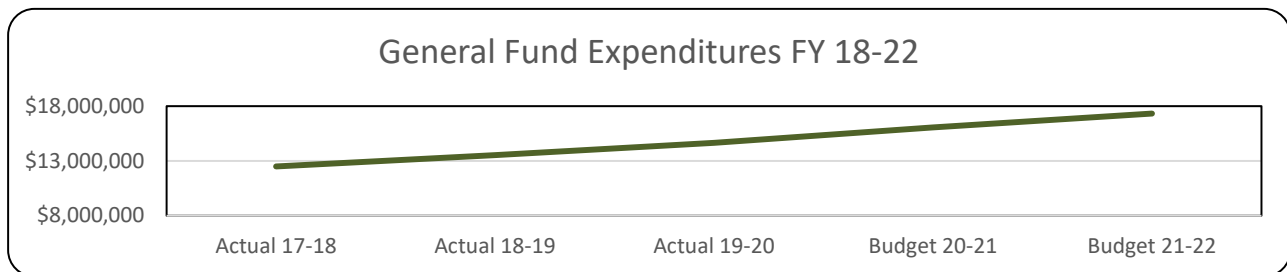
Materials and services (M&S) expenses are operating expenses incurred during the normal course of business including professional services, supplies, utilities, and property and liability insurance. The total M&S expenses for the proposed total budget are \$10.6 million, a 7.0% increase from the current fiscal year budget.

Capital Outlay consists of vehicle and large equipment purchases as well as infrastructure improvements within the General Construction, Water, Storm and Streets funds. Capital Outlay expenses are \$23.9 million, which is an 49.8% increase from the current fiscal year budget and is contributing to the overall total expenditure increase of 26.4%.



General Fund

The General Fund is the primary operating fund of the City including administration, police services, community development, community services and a portion of public works. Since General Fund revenues are unrestricted in use, citizens usually focus a great deal of attention on this particular fund in reviewing the budget. Revenues for this fund largely consist of property taxes, franchise fees, licenses, permits and court fines.



Within the proposed General Fund budget, Personal Services accounts for \$13.1 million. This figure is 9.6% higher than the current FY2020-21 budget. The total M&S expenses for the proposed budget is \$2.6 million, a 26.7% decrease from the current fiscal year budget. Capital Outlay is proposed at \$1.7 million, an increase of 180.8% over the current fiscal year budget. This Capital Outlay includes routine large expenditures such as scheduled roof replacement, vehicle purchases, and other large equipment. The combination of these changes in each of these categories leads to an overall increase of 7.9% in the proposed General Fund expenditures budget.

As in past years, I am again recommending the use of a portion of the General Fund ending fund balance as well as one-time revenues to fund one-time expenditures (\$1,496,718) while adhering to the City Council fiscal goal of retaining 20% of our operating revenues in our ending fund balance each year.

Strategic Goals and Strategies

This proposed budget reflects the current economic and political environment in which we operate. As stated earlier, due to the ongoing Covid-19 crisis, this environment will likely

change as the pandemic continues. Before describing them in detail, I want to enumerate the key principles used to develop this proposed budget.

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

Invest in Infrastructure Maintenance – this proposed budget funds all of our planned expenditures in our various asset management plans as well as completing a number of deferred projects from our previous budget cycle.

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

- *The City of Sherwood will identify sustainable revenue levels and, to the extent possible, current operations will be funded by current sustainable revenues.*
- *One-time revenues will be used for one-time expenditures or as contributions to reserves and will not be used to pay for established services.*

Personal Services changes

The proposed budget funds a total workforce of 135.25 Full Time Equivalent (FTE) positions, an increase of 12.25 FTE positions from the current workforce. Of these positions, only 3.88 FTEs are paid for out of the General Fund. The following is a summary of these personnel changes:

- Add one Information Technology Manager (+1.0 FTE) in IT (General Fund)
- Add one Commercial Plans Examiner (+1.0 FTE) in Building (General Fund)
- Add a part-time Administrative Assistant I (+0.5 FTE) in Senior Center (General Fund)
- Add a part-time Human Resources Specialist (+0.5 FTE) in HR (General Fund)
- Increase the hours of the City Records Technician from 0.5 to 0.75 (+0.25) in City Recorder (General Fund)
- Increase the hours of a Library Tech from 0.8 to 1.0 (+0.2) in Library (General Fund)
- Increase the hours of a Library Assistant from 0.5 to 0.8 (+0.3) in Library (General Fund)
- Increase the hours of the Emergency Management Coordinator from 0.5 to 1.0 (+0.5) in (Various Funds), 18% of this position's salary will be paid for from the General Fund
- Add two Lead Utility Workers (+2.0 FTE) in Broadband (Broadband Fund)
- Add five Utility II Workers (+5.0 FTE) in Broadband (Broadband Fund)
- Add one Public Works Tech (+1.0) in various Enterprise Funds

Total Personal Services costs will increase by 9.6% for the General Fund and 15.6% for all funds between the current year budget and the proposed FY2021-22 budget. Key personal services cost increases in this proposed budget are as follows:

- Salaries have increased due to the addition of the new positions listed above. Additional increases in salaries result from cost-of-living increases, as salaries will be increasing by 1.8% in accordance with the CPI-W west index (annual average) for exempt employees and SPOA employees (police officers), 2.0% for AFSCME employees as well as step increases throughout the fiscal year.
- PERS rates are set for a biennium period and will change for this upcoming budget period, however, the changes are minimal in comparison to prior years as the rates are beginning to stabilize. The City currently pays between 24.28% and 32.61% of a given employee's payroll, depending on which retirement plan they are in. In addition, the City also currently "picks up" an additional 6% that is considered the "employee contribution" for SPOA and AFSCME members. In the proposed FY2021-22 budget, the City is therefore contributing between 24.53% and 32.54% of salaries towards retirement for each eligible employee.

Priorities and Issues

This proposed budget provides funding for several key projects and programs within our community that are important to highlight in this budget message including:

- Significant investments in the Broadband Fund to implement the City Council's goal of expanding Sherwood Broadband throughout the City for residents and businesses.
- Planned improvements to the Water Treatment facility in Wilsonville as well as infrastructure improvements in the water infrastructure within both the Brookman and Tonquin Employment Areas.
- With the anticipated creation of the new Urban Renewal Plan by City Council, major capital improvement projects such as the Pedestrian Bridge and Festival Plaza parking lot in Old Town are proposed to move forward next fiscal year.

Special Revenue, Capital, and Proprietary Funds

Grants and Transient Lodging Tax (TLT) Funds

These are special revenue funds where the uses of revenues that are designated for a specific purpose are tracked. In the Grant Fund, the proposed budget includes the Metro Community Enhancement Program (CEP) and the recently announced American Rescue Plan (ARP) funds. The TLT fund does not have any expenditures budgeted in it except for a transfer to the General Fund. The fund balance has not yet reached a high enough level to begin spending it. The City implemented a local TLT effective April 1, 2019 and there is currently one operating hotel in Sherwood. The City does anticipate expenditures in the future in the TLT fund as the fund balance begins to grow.

Street Operations Fund

The Street Operations Fund accounts for all maintenance projects related to City streets and sidewalks. The fund balance remains strong at this time and additional maintenance projects

have been included in this proposed budget to keep the City's annual street maintenance program up to date.

Street Capital Fund

This fund is used to manage capital projects related to streets and to account for all transportation SDC's (System Development Charges) and TDT's (Transportation Development Taxes). Operating funds are also transferred into the Street Capital Fund from the Street Operations Fund to cover capital projects related to existing streets. The largest expense in this fund for FY2021-22 is construction of Arrow Street. Other projects include the TEA East/West Collector, Oregon Street Improvements, Reconstruction of Mansfield from Division to Smock and Traffic Calming projects.

General Construction Fund

This fund is used to manage capital projects related to parks, the senior center, and other city facilities. The largest expense in this fund for FY2021-2022 is for the Cedar Creek Trail project which began construction in May 2021. Other projects include the Park SDC Methodology Update, 99W Pedestrian Bridge, Festival Plaza Parking Lot and Phase 1 design of the new Public Works Facility.

Water Fund

The City continues to work to ensure that a reliable water source will be available even as our population continues to grow. Planned improvements include improvements to the Water Treatment facility in Wilsonville to provide for current usage and to expand the capacity for future needs. Capacity improvements will begin for the 20.0 mgd (million gallons per day) expansion as well as work with Tualatin Valley Water District (TVWD) to increase current capacity from 6.2 to 9.7 mgd. Expansions in the Brookman Area and Resiliency Improvements are all included in this proposed budget.

Sanitary and Stormwater Funds

An increase of 2% in rates for both the city sewer and stormwater rates are in this proposed budget. Sanitary projects include the Rock Creek Trunk Capacity Upgrade, Sanitary Master Plan and the Old Town Mid-Block Sewer Point Repair. Several stormwater projects are included such as the Woodhaven Swale maintenance project, Water Quality Facility Refurbishments and the 2nd and Park Street Storm Water Facility Rehabilitation.

Broadband Fund

Sherwood Broadband will continue its broadband expansion in the residential pilot areas and develop a growth plan that will outline a roadmap to extend residential service throughout the city.

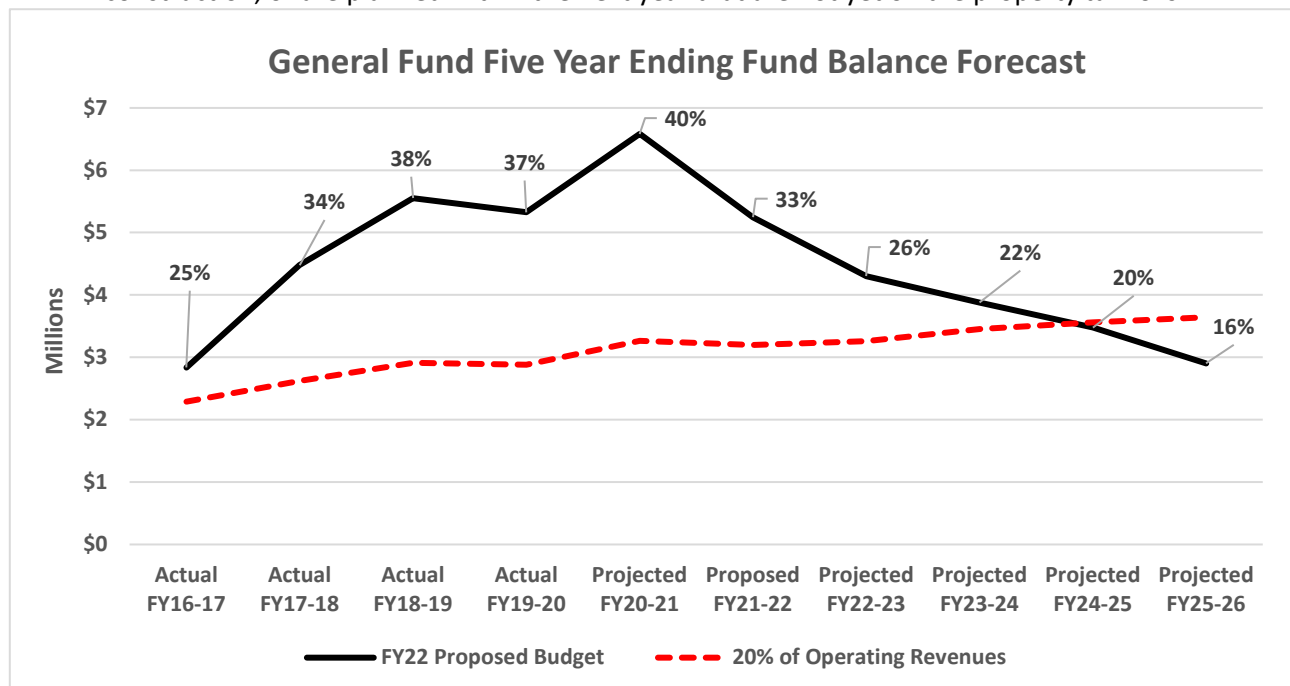
Fund Balances

Below is a chart showing the proposed change in fund balances for FY2021-22:

Change in Fund Balance	General Fund	General Construction Fund	Debt Service Fund	TLT Fund	Grants Fund	Street Operations Fund	Street Capital Fund	Water Fund	Sanitary Fund	Storm Fund	Broadband Fund
Beginning Fund Balance	6,580,078	1,976,366	76,477	62,716	2,055,638	2,561,404	3,571,494	15,839,311	2,211,728	5,869,959	(532,406)
Increase in Fund Balance	-	-	700	62,875	2,019,051	639,253	-	-	-	-	12,391,089
Decrease in Fund Balance	(1,334,838)	(560,916)	-	-	-	-	(3,503,130)	(10,629,212)	(2,394,172)	(502,359)	-
Ending Fund Balance	5,245,240	1,415,450	77,177	125,591	4,074,689	3,200,656	68,364	5,210,098	(182,444)	5,367,600	11,858,683

As part of our normal five-year financial forecasting, we have updated our General Fund Ending Fund Balance forecast using this proposed budget. Some key assumptions in this forecast include:

- Any additional personnel increases will be offset by a corresponding funding source.
- The 6% employee contribution portion of PERS will continue to not be covered by the City for all exempt employees.
- Beginning July 2021, the City's required contribution PERS rates are changing, (.07%) for Tier 1/2 employees, 2.25% for OPSRP GS and 1.98% for OPSRP PF employees. Beginning in July 2023, advisory rates project a decrease for all three Tiers.
- The City's current Urban Renewal Agency will close in June 2023.
- The City's new Urban Renewal Agency will open in July 2021.
- Property tax revenues will increase an extra 5% in 2022 and another 3% in 2023 before returning to normal annual increases due to properties that were either recently built, are under construction, or are planned within the next year that are not yet on the property tax rolls.



It is important to note a few major aspects related to our General Fund balance:

- In recent years City Council has decided to use some of the General Fund balance towards one-time projects and for maintenance that had been deferred. This proposed budget again uses some of the ending fund balance for one-time expenditures.
- Our financial policies require an unrestricted fund balance of at least 10% of fund revenue with a goal of 20%. Our ending fund balance for FY2021-22 is projected to be 32.8%, which exceeds our financial goal.
- While the five-year forecast shows the General Fund balance going below the 20% target, this forecast does not include changes to the 6% contribution for non-exempt staff. If negotiations are successful and/or if additional state legislation changes, the projected General Fund balance in future years will improve significantly.

The change in the General Fund balance is broken down as follows:

Operating Revenue	\$15,833,633
Operating Expense	<u>(15,821,936)</u>
Net Normal Operations	\$ 11,697
Less One-Time Expenses Net	<u>(1,496,718)</u>
Change in Fund Balance	<u>(\$ 1,334,838)</u>

Budget Law

This proposed budget is submitted as required by Chapter 294 of the Oregon Revised Statutes and Chapter VIII, Section 33.e.6 of the Sherwood Municipal Code. As an important reminder to citizens reviewing this proposed budget, State budget law provides for three different levels of review and scrutiny of this budget: the City Manager, the Budget Committee, and the City Council. At any step in this process, the reviewing body can alter the proposed budget if they believe it is in the best interest of the City of Sherwood. This is my eighth proposed budget for the City of Sherwood in my role as City Manager. I am pleased to be able to propose a fiscally responsible budget that continues to provide the quality of public services our citizens have come to enjoy and expect from the City of Sherwood.

Conclusion

Sherwood continues to be a financially sound organization. We rely on diverse revenue sources and have equally diverse expenditure patterns that result in healthy fund balances. Our Senior Leadership team and staff do an outstanding job in handling their respective departmental budgets and expenditures and I applaud them for their efforts. Our challenge remains the same: keep our priorities balanced in the face of rising costs and uncertain revenues.

This proposed budget presents a spending plan for FY2021-22 that reflects the priorities, policies and goals of the Sherwood City Council and the citizens it represents. I would like to acknowledge and thank all involved for their efforts in developing the budget and contributing to the process, especially the Senior Leadership team for their ongoing input and support. In particular, I also want to thank David Bodway, our Finance Director, who did an amazing job in putting the pieces

of this proposed budget together (especially during an on-going pandemic).

Respectfully Submitted,

A handwritten signature in blue ink, appearing to read "J. P. Gall".

Joseph P. Gall, ICMA-CM
City Manager

Budget Committee Changes from Proposed to Approved Budget

- Increase revenue 1,950,000 in Sanitary Capital fund for expected reimbursement from Clean Water Services.
- Decrease personnel expenses \$42,386 in the General Fund, Community Services.

History

The first wagon train arrived in Oregon in 1843, and by 1853, Sherwood was being settled by farmers. They built their houses of the logs taken from the forest, which once covered the area. They grew nearly everything they needed.

By 1870, many families had moved into the area that we now call Sherwood. In 1885, J.C. Smock granted the railroad the right-of-way through his property. In 1889, he and his wife, Mary Ellen Sebastian, then planned and named the streets surrounding the railroad tracks. The town that emerged was known as Smockville; later renamed to Sherwood and incorporated in 1893.

In the early 1890's, Sherwood's main industry was a brickyard that supplied building bricks for most of Portland's growth. Most of Sherwood's commercial buildings were built at this time, including the nine-block area known as Old Town. The original home of J.C. Smock and Mary Ellen Sebastian still stands on Park Street next to the Morback House as a component of the Sherwood Heritage Center.

When the brickyard closed in 1895, the economy diversified to include a fruit and vegetable cannery and a tannery, which supported Sherwood until 1971.

In 1911, Sherwood's City limits were one square mile, and had a population of 350. As of July 1, 2019, the City is four and a half square miles and has a population of 19,885.

Authority

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 to extend its corporate limits by annexation.

Services

The City provides a full range of services: public safety; library; construction and maintenance of streets, parks, and utility infrastructure; recreational activities and cultural events; current and long-range planning; development review; building permits; and construction inspection.

Sherwood owns and operates a water system and, jointly with the City of Wilsonville, a water treatment plant. The City also owns and operates the sanitary sewer and stormwater collection facilities with treatment provided by Clean Water Services, a regional services district.

Senior services are provided by the City in the Marjorie Stewart Senior Center. Fire protection is provided by TVF&R, a regional special district. Electricity, phone, and trash disposal are provided by private businesses. Sherwood is part of School District 88J.

Sherwood has an Urban Renewal Agency (URA) which undertakes projects in the designated Urban Renewal District. The URA is a distinct municipal corporation and its budget is separate from the City of Sherwood.

Location

Sherwood's City limits span four and a half square miles along State Highway 99W via Interstate 5. The rapidly growing city is part of the Willamette Valley located in southwest Washington County. Sherwood is the home of the Tualatin River National Wildlife Refuge to the north, and bordered by Yamhill County to the south, and the City of Tualatin to the east.



DISTANCE FROM SHERWOOD	
Destination	Miles
Cities	
Portland, OR	17
Salem, OR	36
Eugene, OR	100
Seattle, WA	190
Boise, ID	445
San Francisco, CA	625
Airports, Rail Stations	
Portland International Airport	30
Hillsboro Airport	17
Portland Union Station	18
Recreational Areas	
Oregon Coast	80
Mt. Hood Ski Areas	70
Central Oregon	165
Public Universities	
Portland State University	16
Oregon State University	75
University of Oregon	102

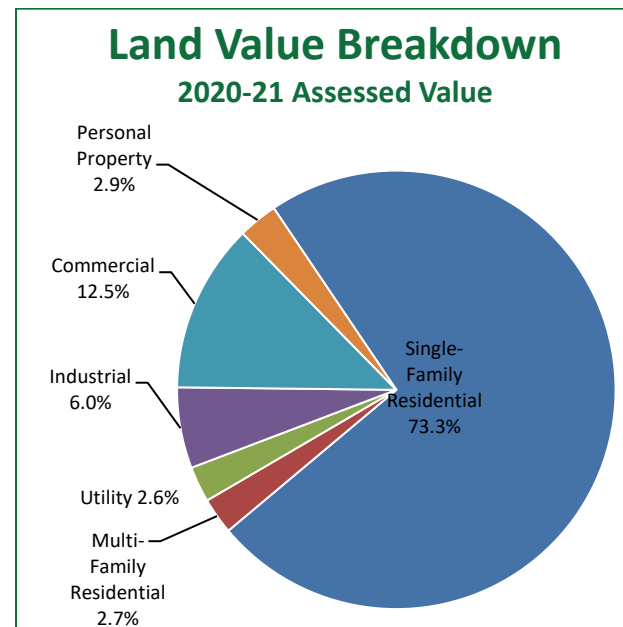
Economy

The City of Sherwood is highly suited to support the following industries: small to mid-size light manufacturing; specialty contractors and construction firms; creative services; amusement, recreation, sporting and lodging hospitality; educational facilities; and nursing and health care support services and facilities.

Several new businesses, which fall into these categories, are in the process of being built or are projected to come to Sherwood within the near future. Currently most employed residents commute outside of the City for work. The City has completed a concept plan for the Tonquin Employment Area to help remedy this imbalance.

The City's economy is linked with that of the Portland/Vancouver Metro Region but is more insulated from economic downturns due to the high education and skill level of its population.

Despite growth, the City has managed to maintain a first-rate quality of life for its residents through a unique park and recreation system, a great school system, and a revived central business district in Old Town.



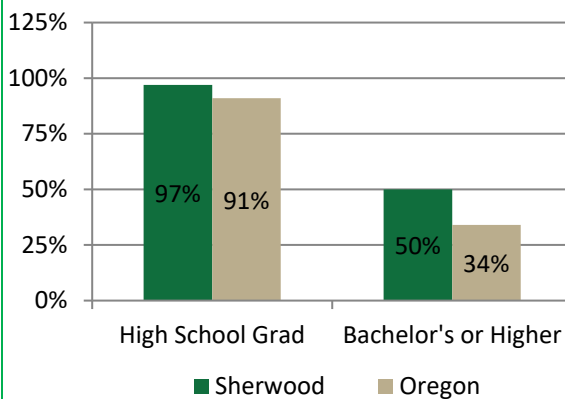
Demographics

Over the last two decades, Sherwood has been one of the faster growing communities in the State. Between 2000 and 2020, the population has grown 69%. Sherwood has an average of 3.5 people per household as compared to 3.2 in Oregon as a whole. 51% of Sherwood's population is female, as compared to 50% in Oregon as a whole.

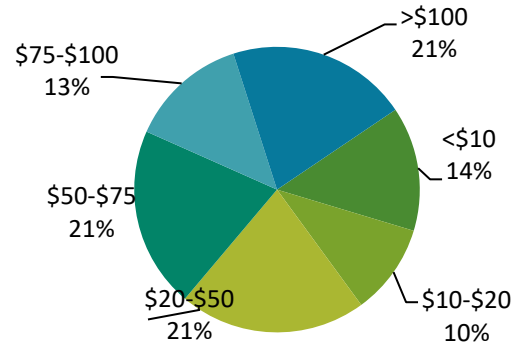
AGE DISTRIBUTION

Age	Percent
0-19	34.6%
20-39	22.2%
40-59	29.4%
60+	13.8%

Population Age 25 and Over



Household Income Distribution (\$'s in thousands)

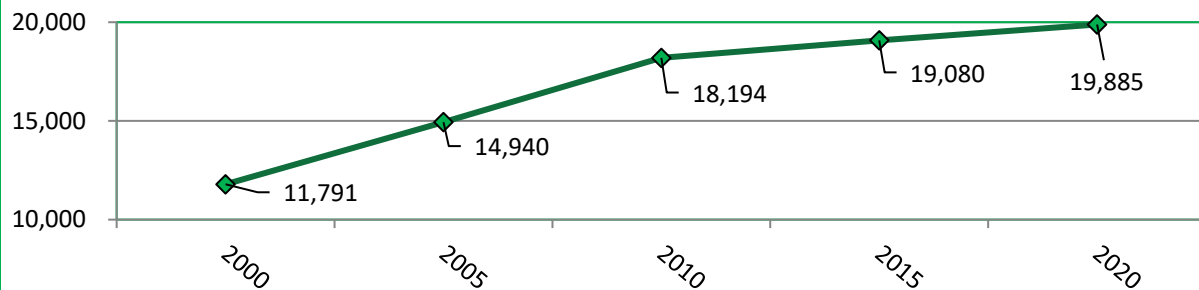


63% of the homes in Sherwood are less than 30 years old. Owner-occupied homes represent 77% of the community as opposed to 62% of Oregon as a whole.

JOB TYPES HELD BY SHERWOOD CITIZENS

Job Type	Percent
Management	17%
Sales	13%
Business/Financial/Engineering	13%
Health/Personal Care	10%
Office/Administrative	10%
Production/Construction	9%
Education/Library	6%
Food Preparation/Serving	6%
Public Safety	2%
Other	14%

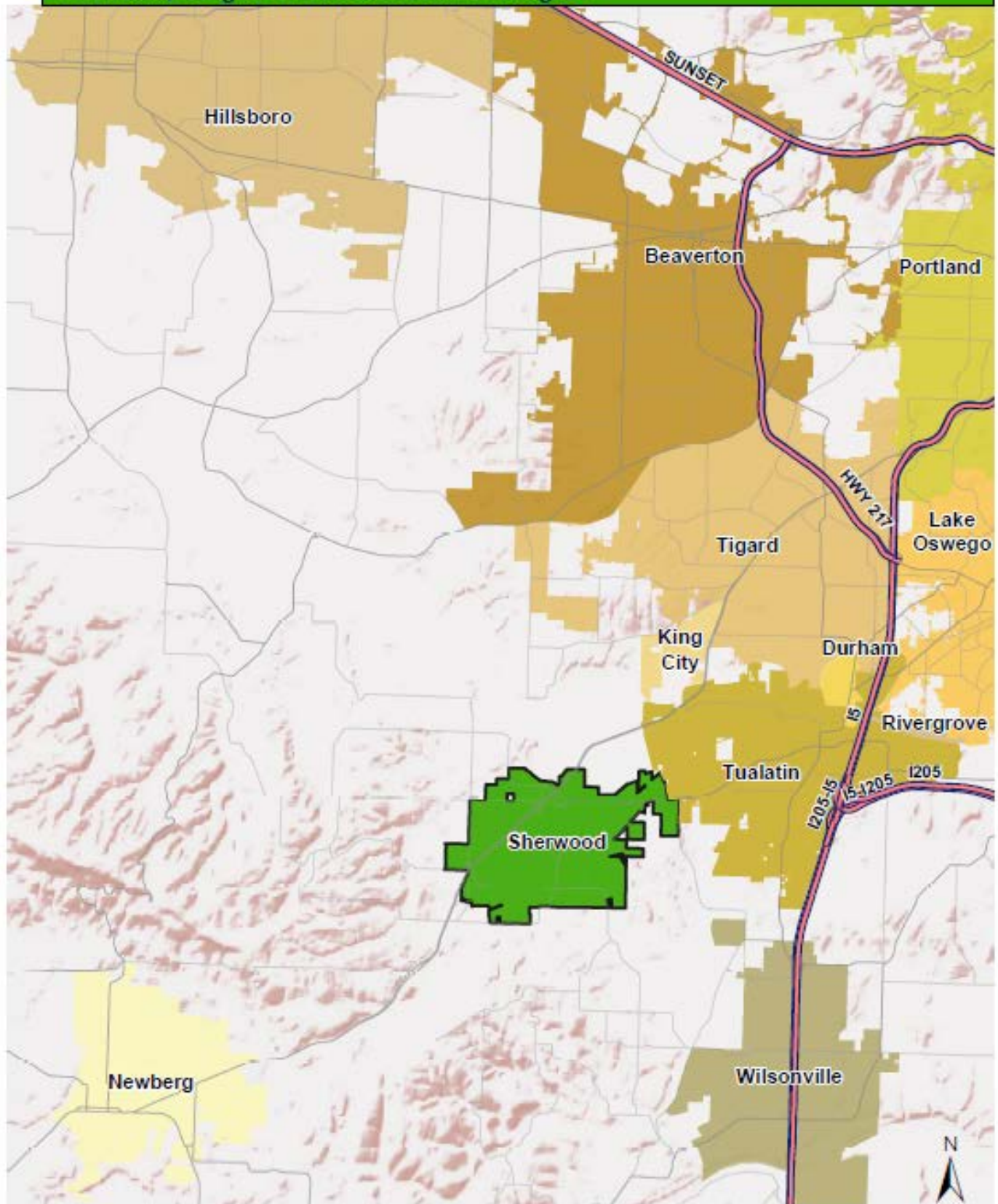
City of Sherwood Population



CITY OF SHERWOOD PRINCIPAL EMPLOYERS		
Employer	2021	
	Employees	% of Total City Employment
Sherwood School District	619	12%
Allied Systems Company.	250	5%
Wal-Mart Stores, Inc	227	5%
NW Natural	176	4%
PNW Flatwork, Inc. dba Fettig	141	3%
City of Sherwood	141	3%
Safeway	119	2%
Treske Precision Machining	111	2%
Performance Insulation & Energy Services	103	2%
Target	99	2%
Source: 2020 Business License data provided to the City		

CITY OF SHERWOOD PRINCIPAL PROPERTY TAXPAYERS TODAY AND NINE YEARS AGO						
Taxpayer	2021			2012		
	Assessed Value	Rank	% of Total City Taxable Assessed Value	Assessed Value	Rank	% of Total City Taxable Assessed Value
Walmart Stores, Inc.	\$ 30,400,816	1	1.37%	N/A	-	-
Portland General Electric	30,059,000	2	1.36%	11,677,768	5	0.82%
MGP X Properties LLC	22,809,370	3	1.03%	N/A	-	-
Big Sunfield Lakes OR, LLC	19,359,700	4	0.87%	14,837,640	2	1.04%
Target Corporation	18,879,054	5	0.85%	14,526,892	3	1.02%
Creekview Crossing SPE LLC	16,213,360	6	0.73%	12,426,230	4	0.87%
Sherwood Senior Living, LLC	15,540,640	7	0.70%	N/A	-	-
Allied Systems Co.	13,181,890	8	0.59%	11,146,840	7	0.78%
Tacke LLC & LAF LLC	13,133,726	9	0.59%	N/A	-	-
Northwest Natural Gas Co.	12,818,000	10	0.58%	11,220,900	6	0.79%
Retail Property Partners	N/A	-	-	17,929,370	1	1.26%
Frontier Communications	N/A	-	-	11,110,000	8	0.78%
JPMCC 2006-CIBC14 12 th St	N/A	-	-	10,997,290	9	0.77%
Juniper Ridge Investments LLC	N/A	-	-	9,979,250	10	0.70%
	<u>\$1,92395,556</u>		<u>8.68%</u>	<u>\$125,852,180</u>		<u>8.82%</u>
Source: Washington County Assessor's records						

Sherwood, Oregon and the South Metro Region



Mission Statement

Provide high quality services for all residents and businesses through strong relationships and innovation in a fiscally responsible manner.

Core Values

Citizen Engagement

Community Livability

Community Partnerships

Community Pride

Fiscal Responsibility

Transparent Government

Quality Service

Forward Thinking

Overarching Goals & Projects

The Sherwood City Council has established six city-wide goals. These goals reflect the City's duty to maintain and improve the quality of life for all residents. Within these goals are actions outlining specific objectives City staff is charged to pursue. Many of the department goals further delineate and detail how these objectives are to be accomplished. The departmental goals are outlined in the Budget Detail.

Goal 1: Economic Development

- Update Economic Development Plan as part of the Comprehensive Plan Project
- Build Infrastructure to Entice new Commercial and Industrial Development
 - Strive toward balancing our Tax Base
- Pursue Annexation of Tonquin Employment Area to Open Up Financing Options for Infrastructure Funding and Construction

Goal 2: Infrastructure

- Make a Decision on Recreation Center/Pool Expansion
- Build Pedestrian Connectors between Sherwood East and West
- Continue to invest in Sherwood Broadband Utility as important infrastructure for our City
- Consider Urban Growth Boundary Expansion as it relates to infrastructure, school capacity and long-term community goals
 - Engage Urban Renewal Agency
- Begin early visioning for new Public Works Building
- Continue Cedar Creek Tunnel Bridge Planning

Goal 3: Livability

- Continue Senior Services and consider how to leverage lessons learned from Covid to provide needed services for a post Covid world
 - Continue Steps to Provide Missing Middle Housing
 - Design Plan for Cedar Creek Trail Amenities
 - Design and Build Festival Plaza
- Create Initial Fund for Public Art and leverage those funds for grants

Goal 4: Public Safety

- Continue to Implement Police Staffing Plan
- Collaborate with School District Regarding Safe Routes to School
 - Development of a Traffic Calming Program

Goal 5: Fiscal Responsibility

Pursue New Internal and External Revenue Sources

Organizational Assessment to Develop and Maintain Efficient Service Delivery

Goal 6: Citizen Engagement

Consider Adding Youth Advisory Board

Develop a Communication Plan that is Comprehensive and Strategic

Develop a Citizen Engagement Plan

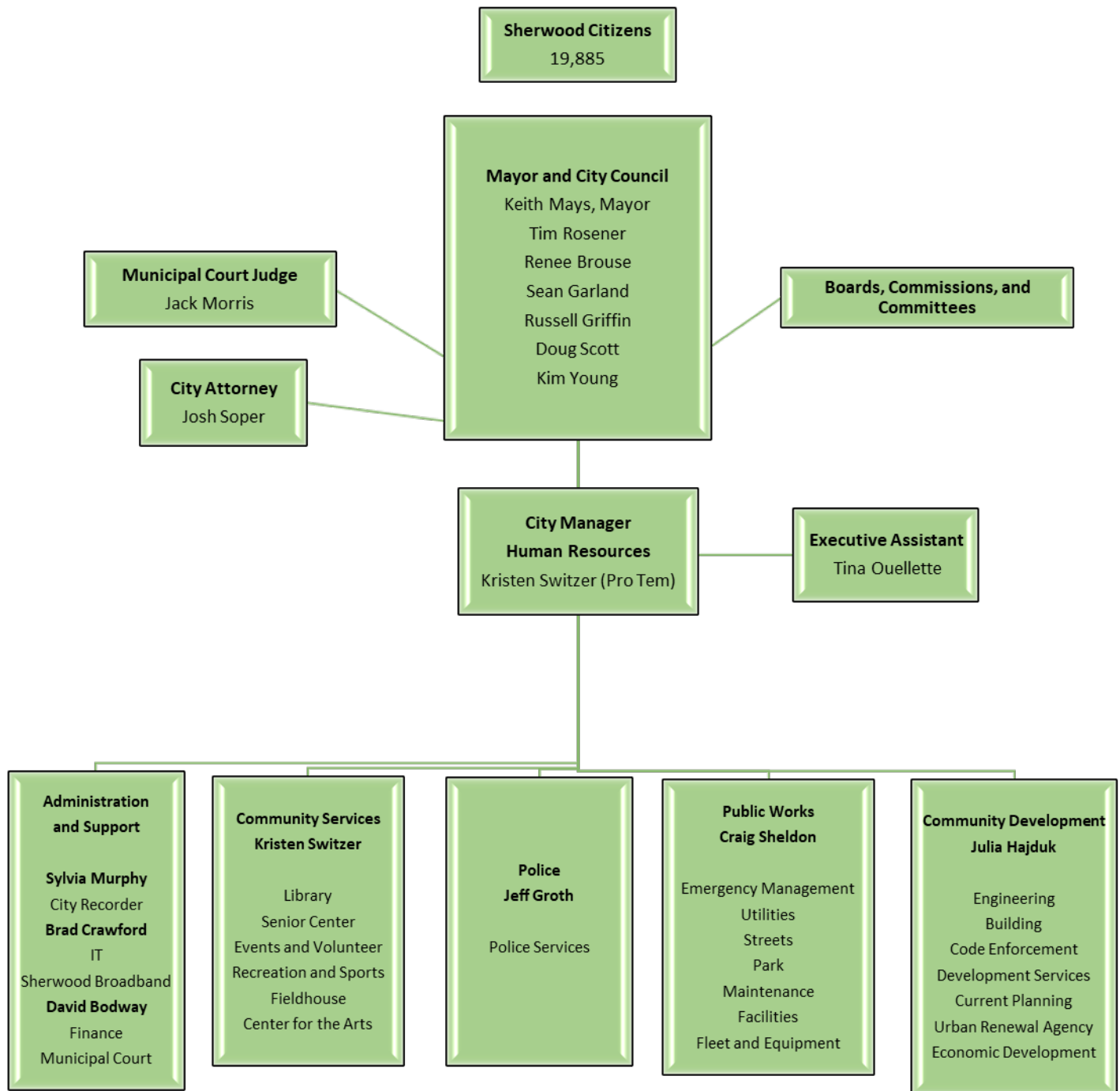
Adopt Diversity, Equity, Inclusion and Accessibility Statement and Practices

Long-Range Operating Financial Plans

Rooted in the financial policies, long-range operating financial plans are developed to be conservative in nature to address the financial vulnerabilities of the city while bolstering the City's overarching goals and projects. The goal of these policies is to provide the financial stability needed to navigate through economic changes, adjust to changes in the service requirements of the community and respond to other changes as they affect the City's residents.

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

These financial plans are one step in pursuing a sustainable approach to the delivery of high-quality services to the community. By providing the framework of financial stability for the future, the focus can be on achieving the strategic goals of the City.



A comprehensive list of positions is included in the Appendix.

Budget Process

The annual budget is one of the most important and informative documents City officials will use. In simple terms, the City's budget is a financial plan for one fiscal year. The budget shows the estimated costs of expenditures (items or services the City plans to purchase in the coming fiscal year) and other budget requirements that must be planned for, but won't actually be spent. It also shows the resources that will be available to pay for those expenditures.

The budget authorizes the City to spend money and limits how much money can be spent. It also justifies the levy of property taxes. In order to levy taxes through the County assessor, cities must prepare a budget following Oregon local budget law.

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

Phase 1: Establish Priorities and Goals for the Next Fiscal Year

The strategic planning process begins anew each year as the City Manager and Senior Management Team collaborate to identify needs and assumptions for the short and long term and update objectives.

Work on the annual budget begins in December, when forecasts for revenues and expenditures are updated.

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

Phase 2: Prepare Proposed Budget for Budget Committee

Below is an outline of the steps required by the Oregon Department of Revenue for budget preparation and adoption.

Appoint Budget Officer:

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

Prepare a Proposed Budget:

The Budget Officer is responsible for preparing the proposed budget presentation to the Budget Committee. The Capital Improvement Plan is also updated for the next five years.

Publish Public Notices:

Upon completion of the proposed budget a "Notice of Budget Committee Meeting" is published in a newspaper and posted prominently on the City's website.

Budget Committee Meets:

The budget message and proposed budget document is presented to the Budget Committee for review. The public is given the opportunity to comment on the proposed budget during the meeting.

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 it to the City Council for adoption.

Phase 3: Adopt Budget and Certify Property Taxes

Publish Notice of Public Hearing:

After the budget is approved by the budget committee, a budget hearing must be held. The Budget Officer must publish a "Notice of Budget Hearing" in a newspaper or by mail or hand delivery.

Hold the Budget Hearing:

The budget hearing must be held by the governing body (City Council) on the date specified on the public notice and must allow for public testimony.

Adopt Budget, Make Appropriations, and Levy Taxes:

The governing body adopts the budget prior to June 30th. The budget and tax levy certification are then filed with the County Assessor.

Phase 4: Budget Changes After Adoption

Oregon budget law requires all City funds to be appropriated. Appropriations, the legal authority to spend, are by division in all 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 appropriation

transfers or supplemental budgets.

An appropriation transfer decreases an existing appropriation and increases another by the same amount. Supplemental budgets typically create new appropriations, funded by increased revenues. Supplemental budgets are used for occurrences or conditions which were not known at the time the budget was prepared. 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

Budget Calendar

Budget Preparation (Nov-Jan)	<ul style="list-style-type: none"> •Forecasts Updated •Assumptions Developed •Budget Calendar Prepared
Budget Requests (Jan-Feb)	<ul style="list-style-type: none"> •Departments Prepare and Submit Budgets to the Budget Officer
Proposed Budget (Mar-Apr)	<ul style="list-style-type: none"> •Department Budget Meetings with City Manager and Budget Officer
Budget Committee (May-June)	<ul style="list-style-type: none"> •Submit Proposed Budget •Committee Deliberates •Committee Approves Budget
Adopted Budget (June)	<ul style="list-style-type: none"> •Budget Hearing •Budget Adopted by City Council

Basis of Budgeting

All of the funds are budgeted using the modified accrual basis of accounting in accordance with budgetary accounting practices. In modified accrual, revenues are recognized when they become measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. Long-term compensated absences, however, are recorded only when payment is due.

Basis of Auditing

The audit, as reported in the Comprehensive Annual Financial Report, accounts for the City's finances on the basis of generally accepted accounting principles (GAAP).

GAAP is defined as conventions, rules, and procedures necessary to describe accepted accounting practice at a particular time. The modified accrual basis of accounting, a GAAP approved method, is also used in the audit for all funds except for the Proprietary Fund types. The audit uses the full-accrual method of accounting for the Proprietary Funds. The Comprehensive Annual Financial Report shows all of the City's funds on both a budgetary and GAAP basis for comparison.

Budgetary Basis of Accounting

There is no appreciable difference in the basis of accounting used for financial statements and the accounting method used for budgeting. The budgetary basis of accounting for budgeting purposes is also modified accrual.

The City of Sherwood uses a modified accrual basis of accounting for budgeting purposes. This means revenues are recognized when they become measurable and available.

Fund Structure and Description

The City of Sherwood uses various funds to account for its revenue and expenditures. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts. Also, funds are categorized by fund type as defined by generally accepted accounting principles (GAAP) and Oregon Budget Law.

The revenues in each fund may be spent only for the purpose specified by the fund.

General

General Fund – accounts for the financial operations of the City that are not accounted for in any other fund. Principal sources of revenue are property taxes, franchise fees, court fines, and state and county shared revenue. Primary expenditures are for public safety, general government, parks and recreation, and library services.

Special Revenue

Grants Fund – accounts for Federal, State, and Local grants. Funds received must be used in accordance with the grant agreement(s). For the current fiscal year, the only grant funded program accounted for in this fund is the Community Enhancement Program (CEP).

Transient Lodging Tax (TLT) fund – accounts for Transient Lodging Taxes received from short term lodging establishments like hotels or bed and breakfasts. This fund has very little activity at this time but will begin to accumulate funds as the City collects them.

Street Operations Fund – accounts for the repair and maintenance of City streets. Principal sources of revenue are street utility fees, gas taxes received from Washington County, and vehicle taxes from the Oregon Department of Transportation.

Debt Service

Debt Service Fund – accounts for the payment of principal and interest on general obligation bonds. Resources are provided by property taxes.

Capital Projects

General Construction Fund – accounts for the acquisition and construction of capital assets not related to the Proprietary Funds. This includes City buildings, parks and trails, sports fields, and recreational facilities.

Street Capital Fund – accounts for funds received from system development charges (SDCs) and are restricted for construction and major improvements of City streets.

Business-Type

Water Fund – accounts for the operation and maintenance of water facilities and for major expansions of the water system. Primary sources of revenue consist of charges for use of the water system and SDCs charged on new construction.

Sanitary Fund – accounts for the operation and maintenance of the sewer system and for major expansions of the sewer system. Primary sources of revenue consist of charges for sewer services, and SDCs charged on new construction.

Stormwater Fund – accounts for storm drain services and for the expansion of the storm water system. Primary sources of revenue consist of charges for services, and SDCs charged on new construction.

Broadband Fund – accounts for communication services provided to customers through the Sherwood Broadband Utility.

Fund Structure, Appropriation Level, and Major/Non-Major Fund Designation

General Government Funds						
Appropriation Level	General Fund (Major)	General Construction (Non-Major)	Debt Service (Non-Major)	Grants & TLT Funds (Non-Major)	Street Operations (Major)	Street Capital (Non-Major)
Administration City Council City Recorder City Manager City Attorney Information Technology Human Resources Finance/Court	X					
Community Development Planning Building Engineering	X					
Police Services	X					
Community Services Library Events & Volunteers Fieldhouse/Recreation Center for the Arts Marjorie Stewart Center	X					
Public Works Facilities Fleet & Equipment Parks Maintenance	X					
General Construction		X				
Debt Service			X			
Transient Lodging Tax (TLT)				X		
Grants Operations				X		
Street Operations					X	
Street Capital						X
Debt Service	X	X	X		X	X
Transfers Out	X	X	X	X	X	X
Contingency/Reserve	X	X	X	X	X	X
Proprietary Funds						
Appropriation Level	Water (Major)	Sanitary (Major)	Stormwater (Major)	Broadband (Major)		
Operations	X	X	X			
Capital	X	X	X			
Broadband				X		
Debt Service	X	X	X	X		
Transfers Out	X	X	X	X		
Contingency/Reserve	X	X	X	X		

All funds are appropriated at the division level, with debt service, transfers out, and contingency/reserves being appropriated separately from the individual divisions.

City-Wide Revenue Summary by Source

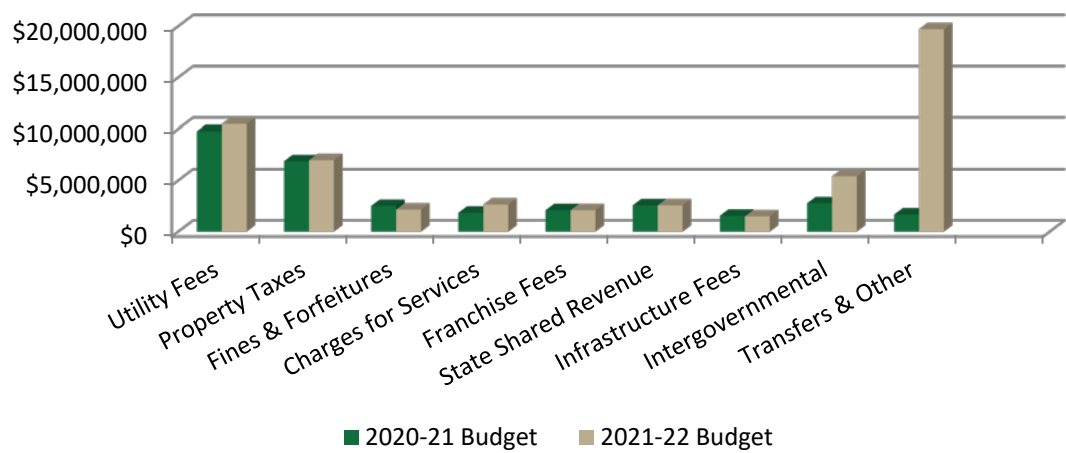
Summary of Resources by Source

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	Approved Budget 2021-22
Utility Fees	9,828,302	10,092,724	9,773,111	9,797,396
Taxes	6,134,611	6,501,380	6,871,732	6,971,527
Infrastructure Fees	1,695,042	2,583,305	1,556,687	1,492,400
Franchise Fees	2,015,453	2,048,939	2,095,152	2,091,000
State Shared Revenue	2,316,206	2,231,117	2,574,162	2,553,493
Intergovernmental	1,745,468	2,254,187	2,765,097	5,415,120
Fines and Forfeitures	2,244,830	2,179,178	2,511,025	2,153,250
Charges for services	2,349,426	1,581,983	1,842,859	3,389,747
Licenses and permits	42,005	98,720	84,000	82,230
Interest and Other Revenue	1,123,445	1,068,840	782,494	676,112
Transfers In	103,916	856,827	804,629	879,117
Sale of Fixed Assets	14,762	28,275	-	-
Capital Lease Proceeds	264,510	-	-	-
Debt Proceeds	-	2,000,000	-	18,000,000
Total Current Resources	\$29,877,975	\$33,525,475	\$ 31,660,948	\$53,501,392
Beginning fund balance	\$32,837,633	\$37,410,182	\$ 41,940,809	\$40,272,765
Total Resources	\$62,715,608	\$70,935,656	\$ 73,601,757	\$93,774,157

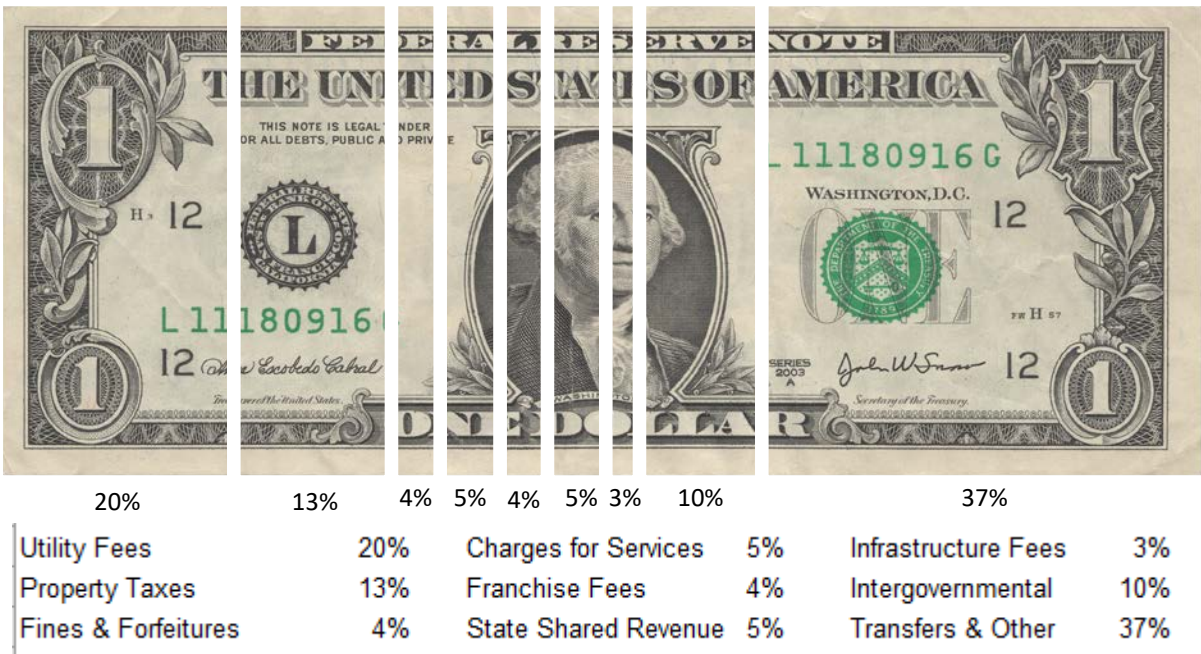
Detail of Transfers between Funds:

Transfer From:		Transfer To:		
	Fund	General Fund	General Construction	Street Capital
1	Grants Fund	4,117	-	-
2	Street Capital Fund	-	875,000	-
	Total	<u>\$ 4,117</u>	<u>\$ 875,000</u>	<u>\$ 600,000</u>
Purpose:				
	1	Transfer for administrative costs incurred		
	2	Transfer for Cedar Creek Trail projects		

All Revenue for all Funds



All Revenue for all Funds as a Percent



Beginning and Ending Fund Balance

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

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

1. *Operating Contingency* is budgeted at 5%-10% of operational revenue in the operating funds. Contingency funds can be spent once authorized by a supplemental budget or transfer resolution.
2. *Reserved for future years* are total sources less total expenses and contingency. Reserved for future years funds can only be spent if authorized by a supplemental budget.

Utility Fees

The City charges utility fees for the water, sanitary, storm, and street systems. The fees are charged to customers based on usage of the systems. The rates collected for each fund can only be used to support that individual fund's operational and capital needs. Annual revenue projections are based on historical average increases, while taking into account any planned rate increases.

Property taxes

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 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 Govt: \$10 per \$1,000 of RMV
- Schools: \$5 per \$1,000 of RMV
- 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.

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 Agency 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.

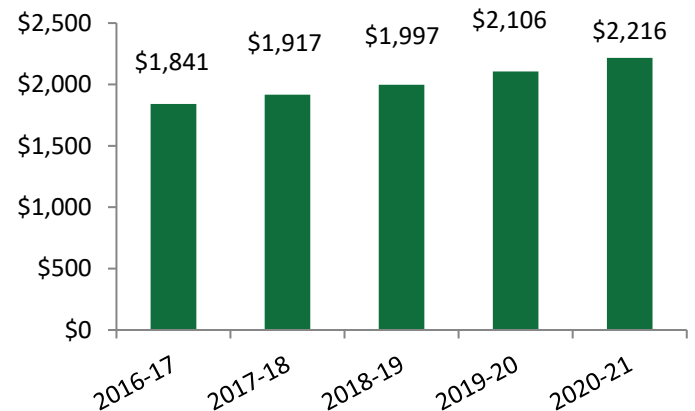
The Urban Renewal Agency began operations in FY2001-02. The assessed value in the district was determined at that date and became the frozen base. In subsequent years, the incremental assessed value is the difference between the assessed value in the district and the frozen base. Each year, the URA receives property tax attributable to the incremental assessed value; the City's 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.

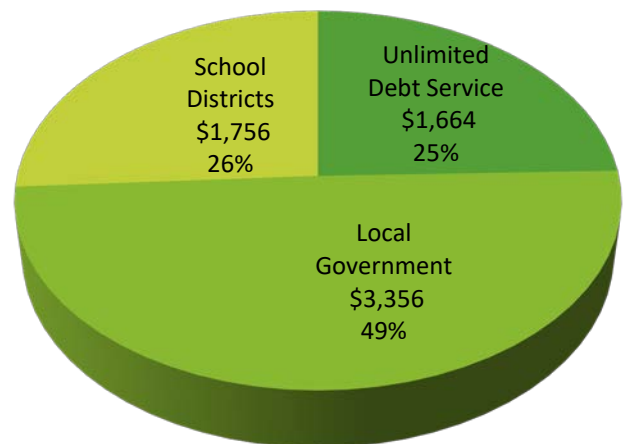
Each taxing jurisdiction has a tax rate that is applied to a parcel's assessed value to determine the amount of property taxes owed by that parcel. The County Assessor lowers these other taxing jurisdiction's tax rates based upon the Urban Renewal District's incremental assessed value and the taxing jurisdiction's overall assessed value, and mathematically derives a tax rate to be applied to each parcel for Urban Renewal.

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

**Total Tax Assessed Values in Sherwood
(shown in \$millions)**



**Average Annual Property Tax on a
\$350,000 Home in Sherwood**



Local Governments include:

- City of Sherwood
- Washington County
- Sherwood Urban Renewal Agency
- Tualatin Valley Fire and Rescue
- Metro
- Port of Portland
- Tualatin Soil and Water Conservation District

School Districts include:

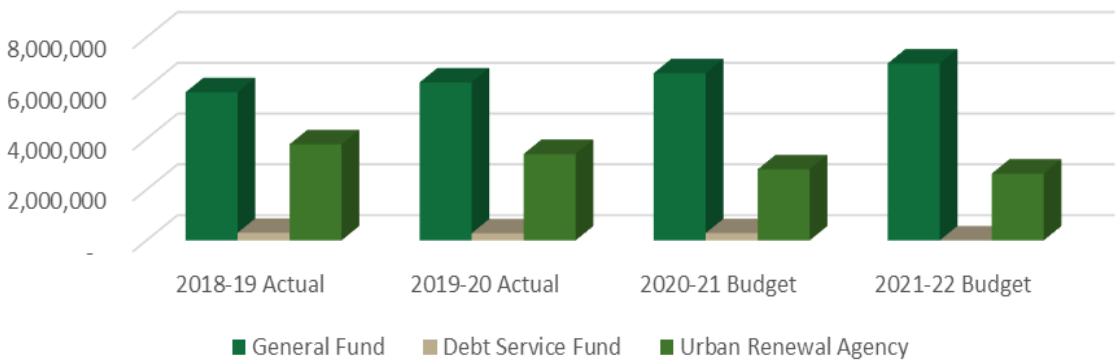
- Sherwood School District
- Portland Community College
- ESD – NW Regional

Property Tax Allocation



Property taxes represent approximately 41% of General Fund revenue.

Property Tax Revenue

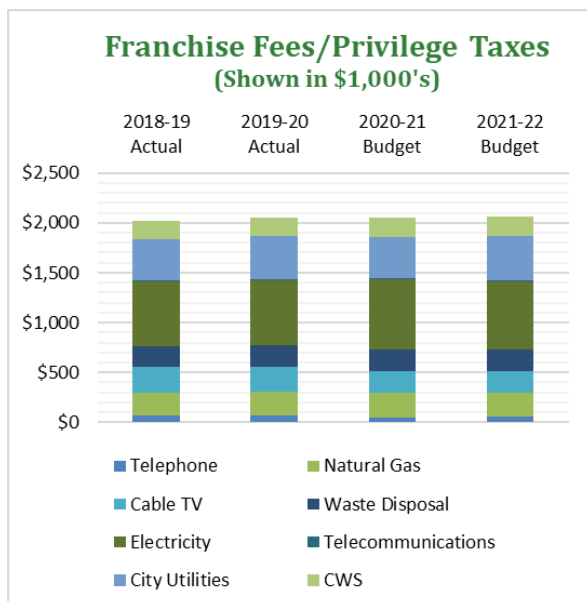


Infrastructure Development Fees

These are fees for private development plan review and inspection and system development charges (SDCs) on new construction. SDCs are restricted for Capital Improvement Projects that support capacity for growth. Development fee revenue is projected annually based on the known development activity, as well as projections of projects that are likely to be submitted.

Franchise Fees/Privilege Taxes

Fees are collected from utilities as compensation for use of the City's rights of way. These fees are based on utility revenue, so they generally increase with population growth. Franchise fee revenue is estimated based on prior year actuals plus an inflationary increase.



Fines and Forfeitures

These fines are for traffic infractions, municipal code violations, and library fines. Revenue estimates are based on the prior year actuals plus anticipated increases due to new programs.

Intergovernmental Revenue

These include fees and taxes that are collected by other government agencies and passed through to the City as well as fees collected from other governments for services the City provides to them.

- State shared revenue, liquor and cigarette tax and vehicle fees revenue estimates are provided by the State
- County support to the library as part of the Washington County Cooperative Library Service Revenue estimates are provided by the County
- County distribution of gas tax
- Sherwood School District for shared services Revenue based on IGA
- Clean Water Services for shared services Revenue based on IGA
- Federal, State, and Local grants

Charges for services

- Building, Planning, and Engineering permits, revenue estimates are based on projected development activity
- Recreation fees, revenue estimates are based on the number of registered leagues
- Advertising and sponsor fees
- Business and liquor licenses, revenue estimates are based on prior year actuals and adjusted for programmatic changes

Transfers and Other Revenue

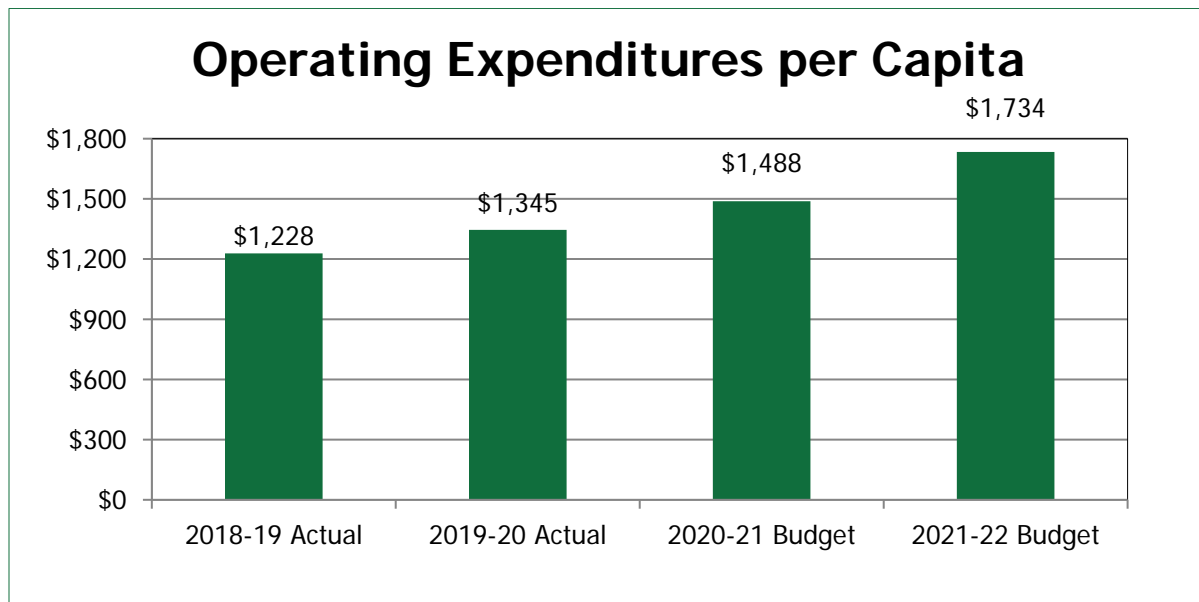
- Transfers in from other funds
- Interest earned on bank accounts
- Sale of fixed assets
- Proceeds from the issuance of debt

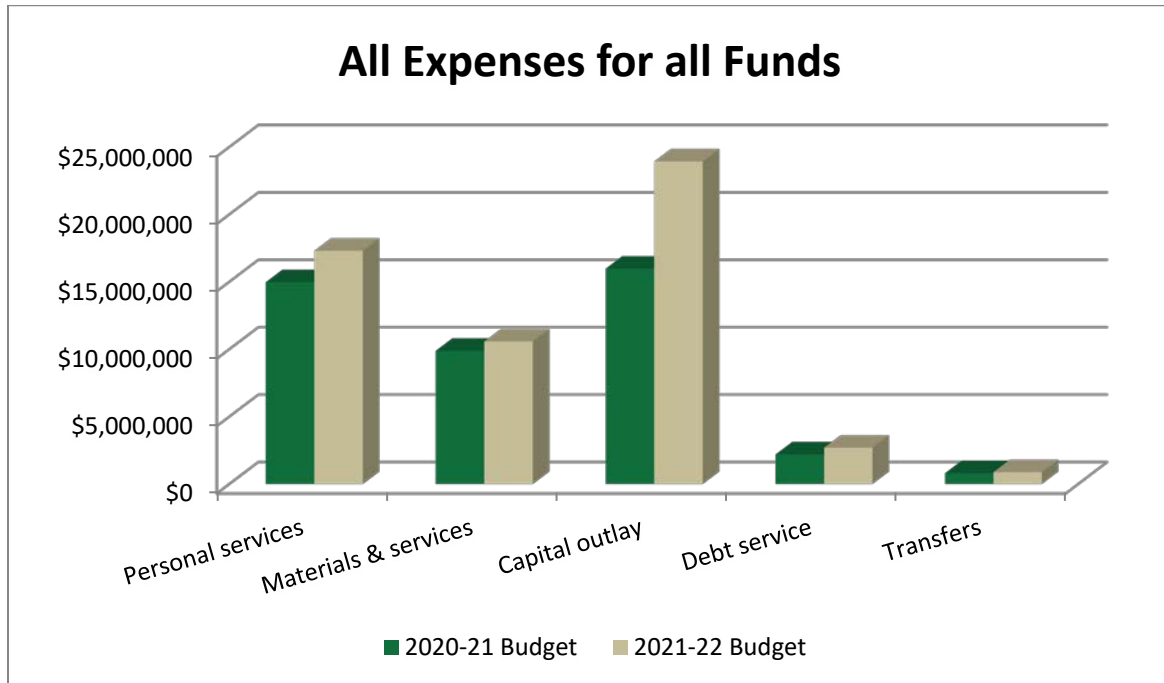
City-Wide Expenses by Category

Summary of Expenditures by Category

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	Approved Budget 2021-22
Personal Services	12,198,378	13,499,831	14,965,706	17,255,704
Materials and Services	8,104,578	9,421,860	9,877,258	10,572,482
Capital Outlay	2,658,675	2,984,595	15,969,943	23,922,030
Debt Service	2,028,156	2,231,729	2,194,007	2,691,333
Transfers Out	103,916	856,827	804,629	879,117
Total Current Expenses	\$25,093,701	\$28,994,843	\$ 43,811,543	\$55,320,666
Ending Fund Balance	37,621,914	41,940,813	29,790,214	38,453,491
Total Uses	\$62,715,608	\$70,935,656	\$ 73,601,757	\$93,774,157

Citywide operating costs are budgeted to increase 17.2% in FY2021-22, in part due to the planned expansion of Broadband infrastructure. This resulted in an increase in cost per capita for our citizens. Operating costs are made up of all City expenditures minus capital purchases made outside the General Fund.





All Expenses for all Funds as a Percent

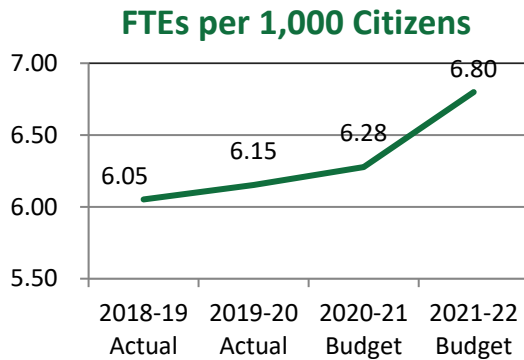


Revenue & Expenditures Overview of Major Categories of Expense

Personal Services

Full-Time Equivalent (FTE)

The following compares City staffing to population growth.



Positions added in this budget are below:

- IT Manager (+ 1 FTE) in Administration
- HR Specialist (+ 0.5 FTE) in Administration
- Increase City Records Technician from 0.5 to .075 (+ .25 FTE) in Administration
- Commercial Planner (+ 1 FTE) in Community Development
- Administrative Assistant I (+ 0.5 FTE) in Community Services
- Increase Library Assistant from 0.5 to 0.8 (+0.3 FTE) in Community Services
- Increase Library Tech from 0.8 to 1.0 (+ 0.2 FTE) in Community Services
- Increase Emergency Management Coordinator from 0.5 to 1.0 (+0.5 FTE) in Public Works
- Public Works Tech (+ 1 FTE) in Public Works
- Lead Utility Worker (+2 FTE) in Broadband
- Utility Worker II (+5 FTE) in Broadband

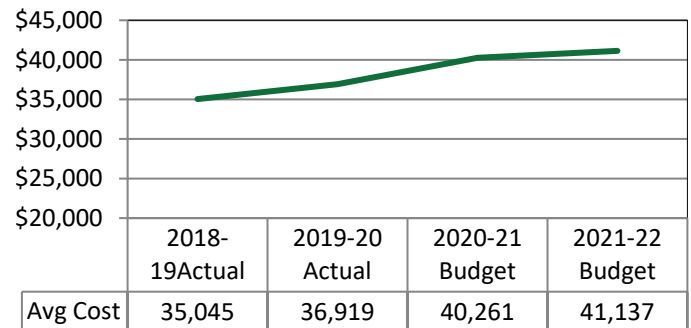
Wages

The budget includes a 1.8% cost of living increase as of July 1 for all employees (except 2.0% for AFSCME members).

Benefits

The major benefits are health insurance and PERS. Employee insurance costs are budgeted to increase an average of 0.0% for employees on the Regence plan and 6.0% for employees on the Kaiser plan in FY2021-22. Overall benefit costs increased, mainly due to increases in certain insurance rates and PERS employer contribution rates changing. The average cost of benefits per employee is shown in the following graph:

Annual Benefit Costs per FTE



The most recently adopted PERS rates (as a percent of salary) for the City of Sherwood and the prior two fiscal years are:

	FY19-20	FY20-21	FY21-22
Tier 1 & 2	26.61	26.61	26.54
OPSRP	18.28	18.28	20.53
OPSRP Police	22.91	22.91	24.89

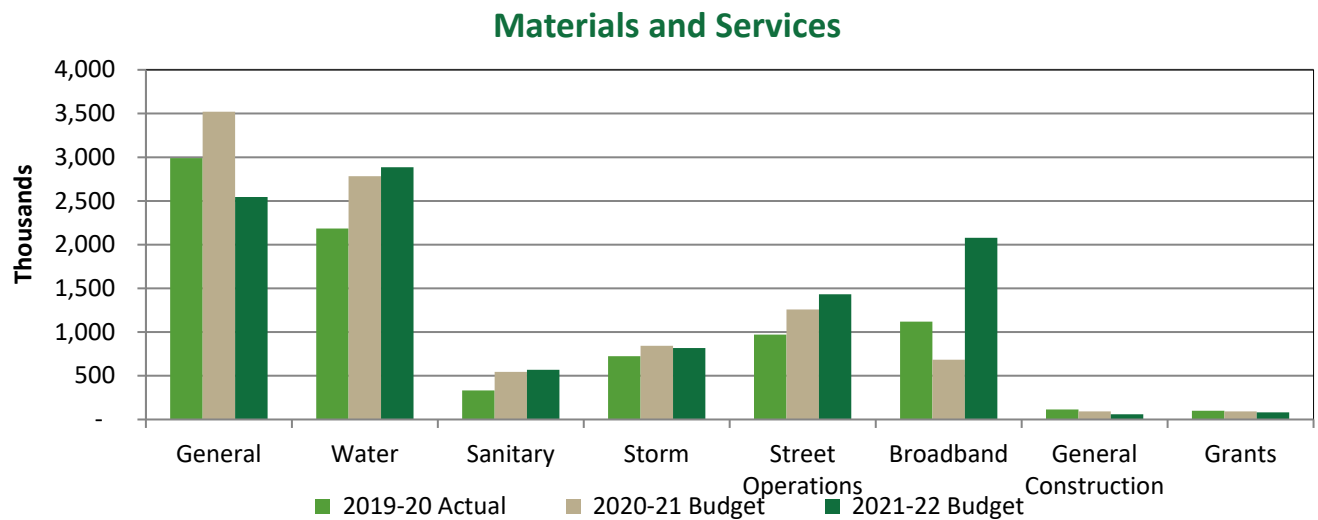
Revenue & Expenditures Overview of Major Categories of Expense

Materials and Services

Materials and services include costs for:

- Utilities -Training -Professional services -Insurance
- Software maintenance -Uniforms -Office supplies and book stock

Overall materials and services expenses are proposed to increase in FY2021-22. This is mainly due to increased infrastructure projects in Water and Broadband. The comparison of total materials and services expenses by fund is shown in the graph on the following page.



Revenue & Expenditures Overview of Major Categories of Expense

Capital Outlay

Capital outlay are expenditures related to vehicles and equipment as well as to capital projects. This section will cover the capital outlay for vehicles and equipment only. The capital improvement plan can be found on page 38. The City's Capital Outlay threshold is any single piece of equipment that costs over \$5,000 and expected to last more than one year. The significant FY2021-22 capital outlay budgeted expenditures for vehicles and equipment are:

Program	Purchase	Cost
Fleet	Replace Parks truck	30,000
Fleet	Utility Supervisors Truck	35,000
Fleet	New Patrol Interceptor Unit	54,000
Fleet	3 Broadband/IT service trucks	180,000
Fleet	Senior Center Van (ADA Accessible)	56,000
Fleet	Utility truck	30,000
Fleet	Replace Flush Truck	395,000
Fleet	Broadband Dump Truck	119,000
Fleet	Broadband Mini Excavator	91,000
Fleet	Broadband Excavator Trailer	29,000
Fleet	Broadband small drill	154,000
Fleet	Broadband Puller/Trencher	25,000
Fleet	Broadband Reel Trailer	12,000
Fleet	Charge Point Stations (2 each)	15,000
Library	Replace 2 Self-Check machines	38,210
Parks	Snyder Park Score Boards	20,000
IT	Computer/communication equipment	133,000
Total Capital Outlay		\$1,850,730

Description of Long-Term Debt

The City's debt is separated into two categories: governmental activities and business-type activities.

Governmental activities include two long term loans on behalf of the Sherwood URA for capital projects.

A General Obligation bond to build the Sherwood Police Department and a URA loan to fund the improvements at Cannery Square within the URA district boundaries were paid off in FY20-21.

There are intergovernmental agreements for the URA to make the debt service payments on the two existing URA loans used to construct capital assets.

Business-type activities include the following:

- Two loans for water projects to provide a long-term water solution for the City
- One long term loan for the expansion of broadband services within the City.

Sherwood's rating for both General Obligation Debt and Full Faith and Credit obligations is currently very good at Aa2. In February 2021, Moody's upgraded the City's Full Faith and Credit obligations from Aa3 to Aa2.

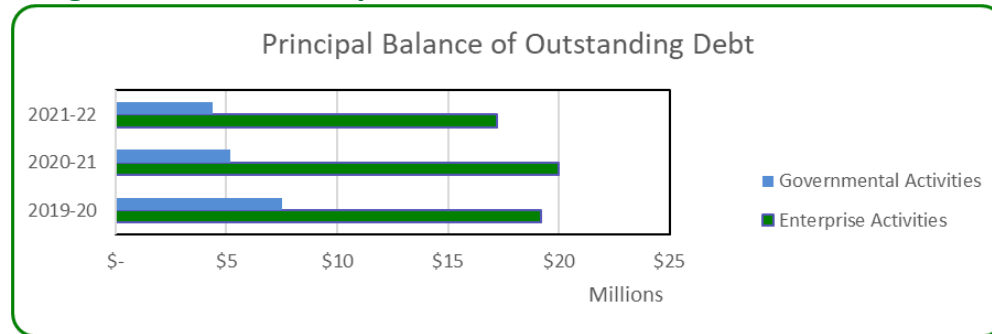
General Obligation Bond Limitations

Total assessed value on January 1, 2021:	<u>\$ 2,049,998,842</u>
Debt limitation: 3% of total assessed value	61,499,965
Debt outstanding at June 30, 2021:	
General obligation bonds outstanding	-
Less amount available for repayment of GO bonds	(75,664)
Net debt outstanding that is subject to limitation	(75,664)
Amount of GO bonds that could be issued	<u>\$ 61,575,629</u>

Summary of Long-Term Debt

	Original Amount	Outstanding June 30, 2021	Principal Pmt FY2021-22
Governmental Activities			
Long-term Loans URA			
2010 URA Cannery & Streets (interest 4.65%)	\$ 7,065,000	\$ 3,995,000	\$ 370,000
2012 Civic bldg & Street Refunding (interest 3.0%)	5,245,000	1,165,000	405,000
Total Governmental Activities		<u>5,160,000</u>	<u>775,000</u>
Business-type Activities			
Long-term Obligations for Water Activities			
2021 Water Refinancing (interest 4.0%)	8,895,000	8,785,000	445,000
2017 Water Refinancing (interest 4.0%)	9,189,000	6,658,000	636,000
Long-term Obligations for Broadband Activities			
2019 Broadband Expansion (interest 2.51%)	2,000,000	1,755,593	115,882
Total Business-type Activities		<u>17,198,593</u>	<u>1,196,882</u>
Total City Activities		<u>\$ 22,358,593</u>	<u>\$ 1,971,882</u>

Long-Term Debt Principal and Interest Schedule



City Loans			
	2017 Water Refinancing	2021 Water Refinancing	2019 Broadband Expansion
Original Amount	\$ 9,189,000	\$ 8,895,000	\$ 2,000,000
Balance at 6/30/21	6,658,000	8,785,000	1,755,593
Payment Source	Water Rates		Broadband Rates
Paying Fund	Water Fund		Broadband Fund
Year Ending June 30			
2022	781,186	796,400	159,947
2023	781,449	793,600	159,948
2024	781,370	795,200	159,947
2025	780,947	791,000	159,948
2026	781,169	756,200	159,947
2027-2031	3,502,839	3,957,800	799,738
2032-2036	-	3,965,200	479,843
	<u>\$ 7,408,960</u>	<u>\$ 11,855,400</u>	<u>\$ 2,079,318</u>

City Loans for Sherwood Urban Renewal Agency Projects			
	2010 Streets & Cannery	2012 City Hall/Street Refinancing	Total Debt on behalf of URA
Original Amount	\$ 7,065,000	\$ 5,245,000	\$ 27,210,000
Balance at 6/30/21	3,995,000	1,165,000	5,160,000
Payment Source	Tax Increment		
Paying Fund	URA Operations		
Year Ending June 30			
2022	555,768	430,506	986,274
2023	553,563	388,806	942,369
2024	550,660	389,091	939,751
2025	552,060	-	552,060
2026	552,530	-	552,530
2027-2030	2,215,523	-	2,215,523
	<u>\$ 4,980,104</u>	<u>\$ 1,208,403</u>	<u>\$ 6,188,507</u>

Capital Improvement Plan

The City of Sherwood's Capital Improvement Plan (CIP) establishes, prioritizes, and plans funding for projects to improve existing and develop new infrastructure and facilities. This plan promotes efficient use of the City's limited financial resources, reduces costs, and assists in the coordination of public and private development.

The City's CIP is a twenty-year roadmap which identifies the major expenditures beyond routine annual operating expenses in all categories. The CIP is used to document anticipated capital projects and includes projects in which a need has been identified, but which may not have funding sources determined.

The CIP is a long-range plan that is reviewed and revised annually as priorities may change due to funding opportunities, unanticipated deterioration of assets or changes to the needs of the City. The CIP is a basic tool for documenting anticipated capital projects and includes projects in which a need has been identified, but a funding source has not yet been determined.

The CIP Process

The CIP is the result of an ongoing infrastructure planning process. Planning for the five-year CIP period provides the flexibility to take advantage of opportunities for capital investments. The FY2021-22 to FY2025-26 CIP is developed through agreement with adopted policies and master plans, the public, professional staff, and elected and appointed City officials. The draft CIP is reviewed by City staff and then presented to the City Council. The projects listed in FY2021-22 become the basis for preparation of the City's budget for that year.

The overall goal of the CIP is to develop recommendations that: preserve the past, by investing in the continued maintenance of City assets and infrastructure; protect the present with improvements to City facilities and infrastructure; and plan for future development for the needs as the City grows and evolves. Projects generally fit within the three primary categories:

- Utilities – projects involving water, storm, and sewer infrastructure.
- Transportation – projects affecting streets, bike lanes, pedestrian crossings, paths, trails, and rail.
- Parks and Recreation – projects affecting parks and open spaces, including parks facilities.

Capital Improvement Policies

This working CIP document is designed to forecast capital needs for the next five fiscal years. The plan will be produced every year prior to the annual budget process. Looking at the City's capital projects in terms of revenue over the next five years also allows the City to be more strategic in matching large capital projects with competitive grant opportunities that require significant advance planning and coordination to accomplish. Examples are projects with federal funding, or those projects so large they are likely to need financing.

CIP Project Lists and Details

On the following pages is a summary of projects that is sorted by fiscal year and presented by category. Projects in this five-year CIP total approximately \$96.2 million. Roughly \$31.3 million of the projects are utility projects, \$25.4 are parks and ground projects and \$39.5 million in transportation projects have been identified. Detailed project sheets are grouped by category and sorted by fiscal year for all funded projects included in the CIP. Project sheets are designed to explain the need for the project, type of project, the criteria met, funding sources, and provide cost information including potential on-going costs.

Funding Overview

During the preparation of the CIP document, public input from the budget workshops and staff recommendations are taken into consideration to assign a priority level to all listed projects. Generally, prioritized projects and those with a designated or committed funding source will be initiated. Lower priority projects will generally be considered if additional funding comes available.

Many transportation and utility projects are funded by transfers from the operating budget to the capital fund for the current year. The City utilizes development taxes, intergovernmental funds, road taxes and can also refinance debt and issue new borrowing to fund capital projects.

Funding for the current budget year has been identified as follows: Utility projects are expected to be \$8.4 million charges for services, \$0.8 million long-term debt, \$2.0 million intergovernmental funding and \$4.0 million development taxes. Transportation projects are expected to be funded through \$0.6 million charges for services and \$2.4 million development taxes. Parks and grounds projects are expected to be funded through \$0.1 million charges for services, \$0.5 million intergovernmental funding and \$1.1 million development taxes.

Operating Budget Impact

The CIP document identifies the costs required to construct City facilities and infrastructure. However, the completion of these projects creates effects in continuing costs that must be absorbed in the operating budget. These costs include new personnel, maintenance, and various utilities needs. As the City develops the CIP document, attempts are made to identify and plan for operating costs resulting from the projects undertaken. The City is not anticipating any significant operational cost savings due to the Capital Improvement Plan (CIP).

Debt Service & CIP

Current Year Capital Projects

City of Sherwood Five Year Capital Improvement Plan (FY 22 Through FY 26)						
STREET PROJECTS; INCL STORM AND SANITARY	Estimated Cost	21/22	22/23	23/24	24/25	25/26
Tualatin-Sherwood Road widening coordination with County	\$ 5,000	\$ 5,000				
Oregon St Improvements (Design and Construction; includes regional WQF)	\$ 7,127,494	\$ 540,000	\$ 6,587,494			
Sunset/Pine Blvd sidewalk infill	\$ 15,000	\$ 15,000				
Oregon St @ Tonquin Rd & Murdock Rd Improvements	\$ 2,624,000		\$ 500,000	\$ 2,124,000		
Pine Street Phase II	\$ 1,850,000		\$ 1,850,000			
TEA East/West Collector	\$ 10,919,535	\$ 1,000,000	\$ 9,919,535			
Meinecke RAB	\$ 30,000					\$ 30,000
Sidewalk on Meinecke/Washington north of City parking lot	\$ 465,642		\$ 465,642			
Sidewalk on Sunset - Cinnamon Hills to Main	\$ 100,000					\$ 100,000
Construction of Arrow Street	\$ 1,115,420	\$ 1,115,420				
Brookman Road preliminary design	\$ 50,000		\$ 50,000			
Elwert from Handley to Edt	\$ 6,000,000					\$ 6,000,000
Edy Road/Elwert Road intersection improvements	\$ 4,500,000					\$ 4,500,000
Traffic Calming	\$ 400,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	
TSP update	\$ 150,000			\$ 150,000		
Schaumburg from Division to end of road (reconstruct)	\$ 735,000	\$ 25,000	\$ 455,000	\$ 255,000		
Washington from Tualatin to Schaumburg (reconstruct)	\$ 145,000			\$ 145,000		
Oregon Street from Lincoln to Hall (grind and overlay)	\$ 154,000		\$ 154,000			
Oregon Street from Hall to Brickyard (reconstruct)	\$ 182,000		\$ 182,000			
Oregon Street from Brickyard to Roundabout (grind and overlay)	\$ 78,000		\$ 78,000			
Borchers between Edy Road and Roy Rogers (grind and overlay)	\$ 164,000		\$ 164,000			
Borchers between Roy Rogers and Sydney (grind and overlay)	\$ 28,000		\$ 28,000			
Langer Drive from Sherwood Blvd to Holland (grind and overlay)	\$ 400,466	\$ 400,466				
Baler between T/S Road and Langer (grind and overlay)	\$ 45,000			\$ 45,000		
Willamette Street from Norton to Foundry (reconstruct)	\$ 137,000		\$ 137,000			
Willamette Street from Orcutt to Pine (reconstruct)	\$ 79,000		\$ 79,000			
Mansfield from Division to Smock (reconstruct)	\$ 183,000	\$ 183,000				
Timbrel from Middleton to Sunset (grind and overlay)	\$ 110,919		\$ 110,919			
Sidewalk on Borchers - in front of PGE property	\$ 100,000		\$ 100,000			
Travis Ct. (cul de sac to Lee), grind overlay	\$ 10,889		\$ 10,889			
Travis Ct (Lee to Marshall), grind overlay	\$ 48,428		\$ 48,428			
Lee Dr (Meinecke to Shane), grind overlay	\$ 38,472		\$ 38,472			
Lee Dr (Shane Ct to Travis), grind overlay	\$ 21,881		\$ 21,881			
Shane Ct (Lee to cul de sac), grind overlay	\$ 12,883		\$ 12,883			
Alexander (Dead end to Smith), grind overlay	\$ 20,222		\$ 20,222			
Sunset (Eucalyptus to St. Charles) grind overlay	\$ 44,925		\$ 44,925			
Sunset (St. Charles to Myrica), grind and overlay	\$ 37,017		\$ 37,017			
Sunset (Myrica to Main), grind and overlay	\$ 129,894		\$ 129,894			
Sunset (Main to Cinnamon Hill), grind and overlay	\$ 140,494		\$ 140,494			
Sunset (Cinnamon Hill to Pine), grind and overlay	\$ 89,849			\$ 89,849		
Sunset (Pine to Aldergrove), grind and overlay	\$ 127,538			\$ 127,538		
Sunset (Brittany to Murdock), grind and overlay	\$ 75,716			\$ 75,716		
Cochran (Upper Roy to June Ct.), grind and overlay	\$ 55,894				\$ 55,894	
Cochran (June Ct to Willamette), grind and overlay	\$ 54,239				\$ 54,239	
June Ct (Cochran to cul de sac), grind and overlay	\$ 33,996				\$ 33,996	
May Ct (Upper Roy to cul de sac), grind and overlay	\$ 41,127				\$ 41,127	
Norton (Barnsdale to Forest), grind and overlay	\$ 28,486				\$ 28,486	
Norton (Forest to Willamette), grind and overlay	\$ 80,820				\$ 80,820	
Nottingham Ct (Kelsey to Wert), grind and overlay	\$ 72,771				\$ 72,771	
Nottingham Ct (Wert to Merryman), grind and overlay	\$ 89,827				\$ 89,827	
Century between T/S and Sherwood Industrial	\$ 182,464					\$ 182,464
Fair Oaks	\$ 100,000					\$ 100,000
3rd St - at Pine	\$ 40,000	\$ 40,000				
	\$ 39,471,308	\$ 3,423,886	\$ 21,465,695	\$ 3,112,103	\$ 557,160	\$ 10,912,464
STORM WATER PROJECTS	Estimated Cost	21/22	22/23	23/24	24/25	25/26
2nd & Park St Storm Water Facility Rehab (Design & construction)	\$ 300,000	\$ 300,000				
Gleneagle Village Storm Water Facility	\$ 125,000	\$ 125,000				
St Charles (North) Storm Water Facility	\$ 85,000	\$ 85,000				
St Charles (South) Storm Water Facility	\$ 95,000	\$ 95,000				
Citywide Catch Basin Remediation program	\$ 240,000	\$ 60,000	\$ 60,000	\$ 60,000		\$ 60,000
Drainage Swale Upgrade - Stella Olsen Park	\$ 110,000		\$ 110,000			
Willamette Street near Kathy Street	\$ 25,000	\$ 25,000				
Woodhaven Swales	\$ 150,000	\$ 50,000	\$ 100,000			
Water Quality Facility Refurbishments	\$ 200,000	\$ 50,000	\$ 50,000	\$ 100,000		
Fair Oaks Drainage	\$ 60,000		\$ 60,000			
Update/Review Stormwater SDC methodology	\$ 10,000	\$ 10,000				
	\$ 1,400,000	\$ 800,000	\$ 380,000	\$ 160,000	\$ -	\$ 60,000

Debt Service & CIP

Current Year Capital Projects

SANITARY SEWER PROJECTS	Estimated Cost	21/22	22/23	23/24	24/25	25/26
Old Town Laterals	\$ 144,000		\$ 48,000	\$ 48,000	\$ 48,000	
Old Town Mid-block sewer point repair	\$ 119,000	\$ 119,000				
Gleneagle Dr Sanitary Sewer Rehab	\$ 49,850		\$ 49,850			
Rock Creek Trunk Capacity Upgrade Ph I-A	\$ 1,200,000	\$ 1,200,000	\$ -			
Rock Creek Trunk Capacity Upgrade Ph I-B	\$ 3,500,000	\$ 750,000	\$ 2,750,000			
Rock Creek Trunk Capacity Upgrade Ph II	\$ 2,501,229			\$ 651,229	\$ 1,850,000	
South Tonquin Employment Area Pipeline	\$ 630,388		\$ 126,000	\$ 126,000	\$ 126,000	\$ 252,388
North Tonquin Employment Area Pipeline	\$ 2,370,076		\$ 474,000	\$ 474,000	\$ 474,000	\$ 948,076
Brookman Area Sanitary Sewer Conveyance extension - CWS project (anticipated City share only)	\$ 15,000	\$ 5,000	\$ 5,000	\$ 5,000		
Sanitary Master Plan	\$ 150,000	\$ 50,000	\$ 50,000	\$ 50,000		
Update/Review Sanitary SDC methodology	\$ 10,000	\$ 10,000				
	\$ 10,689,543	\$ 2,134,000	\$ 3,502,850	\$ 1,354,229	\$ 2,498,000	\$ 1,200,464
WATER PROJECTS	Estimated Cost	21/22	22/23	23/24	24/25	25/26
WIF- Capacity improvements to 6.2 mgd	\$ 292,758	\$ 292,758				
TVWD capacity improvements 6.2 to 9.7 mgd	\$ 806,000	\$ 806,000				
WRWTP - 20.0 mgd Expansion	\$ 8,428,863	\$ 8,428,863				
WRWTP -Operations Repair and Replace	\$ 450,675				\$ 450,675	
Brookman Expansion - Loop from Prop SW Sherwood PRV to Hwy 99 (M7)	\$ 68,000				\$ 68,000	
Routine Waterline Replacement Program	\$ 200,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	
Brookman exp look of 12" 3400 ft (reserve east to Ladd Hill)	\$ 925,000	\$ 925,000				
Norton Fire flow improvements	\$ 195,000		\$ 195,000			
Brookman Expansion -Loop from prop SW Sherwood PRV to Hwy 99 (M8)	\$ 204,000				\$ 204,000	
Brookman Expansion - Loop from prop SW Sherwood PRV to Hwy 99 (M9)	\$ 239,000				\$ 239,000	
TEA Expansion Loop -Loop with existing Oregon Street mains (M29)	\$ 190,412				\$ 190,412	
SW Sherwood PRV (V-1)	\$ 150,000				\$ 150,000	
TEA Expansion Loop - with existing Oregon Street mains (M30 and M31)	\$ 1,043,756				\$ 1,043,756	
TEA Expansion Loop - with existing Oregon Street mains (M32, M33, and M34)	\$ 721,531				\$ 721,531	
AWIA - Risk and Resiliency Assessment (Fed Mandate)	\$ 50,000	\$ 50,000				
AWIA - Sherwood's water system	\$ 46,975	\$ 46,975				
SP-1 Pump Station Improvements (Sunset)	\$ 52,000			\$ 52,000		
SP-2Pump Station Improvements (Wyndham Ridge)	\$ 45,000				\$ 45,000	
Resiliency Improvements-Piping Oregon St-Backbone	\$ 800,000	\$ 800,000				
T/S County Conflict Improvements	\$ 686,000	\$ 400,000	\$ 286,000			
SM-1.1 (tier 1 backbone - Near Hospital and Police; PW and Fire station)	\$ 2,560,000		\$ 300,000	\$ 1,130,000	\$ 1,130,000	
SM-1.2 (tier 1 backbone - Near Sunset Reservoir and PS toward TVF&R and PW)	\$ 370,000			\$ 70,000	\$ 300,000	
SM-1.3 (tier 1 backbone - Sunset Reservoir to Well #3)	\$ 435,000				\$ 60,000	\$ 375,000
SR-1 Sunset Reservoir #1	\$ 156,000					\$ 156,000
SR-2 Sunset Reservoir #2	\$ 116,000					\$ 116,000
	\$ 19,231,971	\$ 11,799,596	\$ 831,000	\$ 1,302,000	\$ 4,652,375	\$ 647,000
GENERAL CONSTRUCTION PROJECTS	Estimated Cost	21/22	22/23	23/24	24/25	25/26
Cedar Creek Trail - Segment 8 Design & Construction (local contribution only)	\$ 200,000	\$ 150,000	\$ 50,000			
Cedar Creek Trail - Segment 9A Design & Construction 99W to Edy	\$ 2,860,000					\$ 2,860,000
Cedar Creek Trail - Segment 9B Design & Construction Edy to Roy Rogers	\$ 3,600,000	\$ 600,000	\$ 3,000,000			
Cedar Creek trail grade separated crossing of 99W	\$ 4,875,000		\$ 4,875,000			
Ice-Age Tonquin Trail Way Finding Signage Project	\$ 75,588	\$ 75,588				
Cedar Creek Trail - Segment 11 Design & Construction	\$ 500,000					\$ 500,000
Dog Park Design - North of Hwy 99	\$ 100,000			\$ 100,000		
Park SDC methodology update	\$ 78,588	\$ 78,588				
99W Pedestrian Bridge	\$ 12,625,000	\$ 125,000	\$ 12,500,000			
Festival Plaza	\$ 400,000	\$ 400,000				
Public Works Facility Phase 1	\$ 90,000	\$ 90,000				
	\$ 25,404,176	\$ 1,519,176	\$ 20,425,000	\$ 100,000	\$ -	\$ 3,360,000

Street Capital Projects

The Street Capital Fund relies on County traffic improvement fees and City system development charges, as well as transfers in from Street Operations. Planned projects for FY21-22 are:

Tualatin Sherwood Road Widening: This project includes widening Tualatin Sherwood Road to include two westbound lanes between Langer Farms Parkway and Borchers. It is the first phase of a three-phase project that extends the entire length of Roy Rogers and Tualatin Sherwood Roads. This is a joint project with the County.

Oregon Street Improvements: This project includes upgrading Oregon Street from railroad crossing east to Murdock Road roundabout to include a three-lane collector road with bike lanes, sidewalks and planter strips.

Sunset Boulevard North Side Sidewalk: This project is to construct a new sidewalk at Sunset Boulevard and Pine Street and plant rain gardens.

TEA East-West Collector: This project will ultimately construct a new street within the Tonquin Employment Area between Oregon Street and 124th Avenue.

Arrow Street Construction: This project will connect Olds Place to Langer Farms Parkway making another connection for businesses and traffic. This is a joint project with the County.

Traffic Calming: This will be for projects identified by the Traffic Safety Committee.

Schaumburg from Division to end of road: This is primarily a maintenance project will include both sewer improvement and road maintenance.

Langer Drive from Sherwood Blvd to Holland: This project will grind off the existing road surface and place one or more layers of asphalt pavement.

Mansfield from Division to Smock: This project consists of reconstruction of the road surface and stormwater improvements.

Third Street at Pine: This project will grind off the existing road surface and place one or more layers of asphalt pavement.

Stormwater Capital Projects

The Stormwater Fund collects SDCs for storm infrastructure expansion and reserves a portion of user charges for capital construction. Planned projects for FY21-22 are:

Second & Park Street Storm Water Facility: This project consists of reviewing the facility and determining corrective measure to make the facility fully operable.

Gleneagle Village Storm Water Facility: This project installs an 8-cartridge vault due to constrained area conditions and installs a mechanical storm water runoff treatment system within the public right-of-way.

St. Charles (North) Storm Water Facility: This project installs 2x2 cartridge catch basin.

St. Charles (South) Storm Water Facility: This project installs 2x2 cartridge catch basin.

City Wide Catch Basin Remediation program: This program consists of replacement of un-sumped catch basins located within the City's storm drainage conveyance system, in compliance with Clean Water Service's MS4 Permit.

Willamette Street near Kathy Street: This project consists of culvert upgrades as needed.

Woodhaven Swales: Water Quality Facility Rehabilitation is needed to remove sediments from the facility to ensure continued operation of existing structural facilities that protect surface waters from adverse impacts of stormwater runoff. These ponds are responsible for holding water, removing pollutants and providing flood prevention and water quality treatment.

Water Quality Facility Refurbishments: Water Quality Facility Rehabilitation is needed to remove sediments from the facility to ensure continued operation of existing structural facilities that protect surface waters from adverse impacts of stormwater runoff. These ponds are responsible for holding water, removing pollutants and providing flood prevention and water quality treatment.

Sanitary Capital Projects

The Sanitary Fund collects SDCs for sanitary infrastructure expansion. Planned projects for FY21-22 are:

Old Town Mid-Block Sewer Point Repair: This project consists of designing and constructing a point repair to overcome an obstruction that impedes correct operation of the sanitary sewer conveyance system. This obstruction creates a health and safety issue for the local residents and businesses who must rely on the system for sanitary waste disposal.

Rock Creek Sanitary Trunk Line Capacity Upgrade Phase 1A: This project includes up-sizing approximately 1,910 linear feet of 18" diameter sanitary trunk line to 24" diameter.

Brookman Sanitary Sewer Trunk Line: 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.

Water Capital Projects

The Water Fund collects SDCs and user charges for water infrastructure expansion and capital construction. Planned projects for FY21-22 are:

WGG – Capacity improvements to 6.2 mgd: This project consists of the City's share of the Willamette Governance Group's capacity improvements at the water treatment plant.

TVWD capacity improvements 6.2 to 9.7 mgd: This project consists of the City's contribution to TVWD capacity improvements at the water treatment plant.

Water Treatment Plant 20.0 mgd Expansion: The existing treatment processes will be updated for the 20 mgd (millions of gallons per day) WRWTP expansion. Increasing the Actiflo® flow rate from 7.5 mgd per basin to 10 mgd per basin. Increasing the ozonation basin flow rate from 7.5 mgd per basin to 10 mgd per basin.

Routine Waterline Replacement Program: This project includes replacement of pipes based on a 100-year life cycle adopting the following prioritization: 1. Known pipe capacity and condition issues 2. Pipe material – based on City record of pipe material and era of manufacture; highest priorities are galvanized pipe and post-1950 cast iron 3. Pipe age – coordinate replacement of pipes 50 years or older with other City utilities and transportation (City, County or State) projects.

AWIA Risk and Resiliency Assessment (Federal Mandate): Section 2013 of American's Water Infrastructure Act of 2018 require communities over 3,300 to compile risk and resilience assessment and develop an emergency response plan, which will occur for the WRWTP.

AWIA – Sherwood Water System: Section 2013 of American's Water Infrastructure Act of 2018 require communities over 3,300 to compile risk and resilience assessment and develop an emergency response plan, which will occur for the City water system.

T/S County Conflict Improvements: This project consists of relocation of water services, hydrants, valves, valve cans due to the County road widening project.

General Construction Projects

The General Construction Fund collects system development charges for park infrastructure expansion. This fund also accounts for park and trail projects that are funded from multiple combined sources. Planned projects for FY21-22 are:

Cedar Creek Trail, Segments 8: This project consists of construction of the trail between Washington Street and 99W with at-grade pedestrian improvements along 99W to Meinecke.

Cedar Creek Trail, Segments 9A: This project consists of construction of the trail between 99W to Edy Road.

Cedar Creek Trail, Segments 9B: This project consists of construction of the trail between Edy Road to Roy Rogers Road.

Ice-Age Tonquin Trail Wayfinding Signage: This project consists of providing wayfinding signage along the City's portion of the regional Ice-Age Tonquin trail,

99W Pedestrian Bridge at Sunset: This project will design and construct a pedestrian bridge across 99W and Elwert road near the Sunset and 99W intersection. Funding will be from multiple sources.

Festival Plaza: This project consists of construction a festival plaza for use during community events and celebrations that includes power, water and lighting and that can be utilized for public parking during the remainder of the year.

Public Works Facility Phase 1: This project includes analysis of existing facility, review of current conditions and facility needs and development of a master plan for a new site.

Budget Detail

City in Total

Actual 2018-19	Actual 2019-20	Budget 2020-21		Proposed 2021-22	Approved 2021-22	Adopted 2021-22
RESOURCES						
\$32,837,633	\$37,410,182	\$ 41,940,809	Beginning fund balance	\$ 40,272,765	\$ 40,272,765	\$ 40,272,765
			Revenue			
6,134,611	6,501,380	6,871,732	Taxes	6,971,527	6,971,527	-
2,015,453	2,048,939	2,095,152	Franchise Fees	2,091,000	2,091,000	-
42,005	98,720	84,000	Licenses and permits	82,230	82,230	-
4,061,674	4,485,304	5,339,259	Intergovernmental	6,018,613	7,968,613	-
12,177,728	11,674,707	11,615,970	Charges for services	13,187,143	13,187,143	-
1,695,042	2,583,305	1,556,687	Infrastructure development	1,492,400	1,492,400	-
3,368,275	3,248,018	3,293,519	Fines, interest and other	2,829,362	2,829,362	-
29,494,788	30,640,372	30,856,319	Total revenue	32,672,275	34,622,275	-
			Other sources			
103,916	856,827	804,629	Transfers in	879,117	879,117	-
14,762	28,275	-	Sale of fixed assets	-	-	-
264,510	-	-	Capital Lease Proceeds	-	-	-
-	2,000,000	-	Issuance of long-term debt	18,000,000	18,000,000	-
383,188	2,885,102	804,629	Total other sources	18,879,117	18,879,117	-
62,715,608	70,935,656	73,601,757	Total resources	91,824,157	93,774,157	40,272,765
REQUIREMENTS						
			Expenditures			
			Personal services			
8,066,915	8,683,408	9,753,380	Salaries and wages	11,089,386	11,057,300	-
754,620	748,940	858,710	Payroll taxes	999,391	996,906	-
3,376,842	4,067,484	4,353,616	Benefits	5,209,313	5,201,498	-
12,198,378	13,499,831	14,965,706	Total personal services	17,298,090	17,255,704	-
			Materials and services			
2,062,525	2,217,687	2,504,500	Professional & technical	2,991,467	2,991,467	-
3,515,814	3,949,526	4,139,871	Facility and equipment	4,327,551	4,327,551	-
1,660,376	1,773,660	1,923,640	Other purchased services	2,185,378	2,185,378	-
642,433	869,790	771,880	Supplies	739,296	739,296	-
19,416	214,096	274,060	Community activities	26,250	26,250	-
180,554	403,828	282,725	Minor equipment	346,113	346,113	-
43,847	15,192	10,000	Other materials & services	20,000	20,000	-
(20,394)	(21,920)	(29,418)	Cost Allocation	(63,573)	(63,573)	-
8,104,570	9,421,860	9,877,258	Total materials & services	10,572,482	10,572,482	-
			Capital outlay			
315,782	-	-	CWIP	-	-	-
1,762,605	1,780,648	15,382,126	Infrastructure	22,071,300	22,071,300	-
10,000	182,280	65,000	Buildings	232,000	232,000	-
110,619	-	-	Other improvements	18,000	18,000	-
273,121	339,250	287,517	Vehicles	385,000	385,000	-
186,547	682,417	235,300	Furniture and equipment	1,215,730	1,215,730	-
2,658,675	2,984,595	15,969,943	Total capital outlay	23,922,030	23,922,030	-
22,961,623	25,906,286	40,812,907	Total expenditures	51,792,602	51,750,216	-
			Debt service			
1,279,000	1,454,362	1,480,045	Principal	1,640,581	1,640,581	-
749,156	737,567	713,962	Interest	900,752	900,752	-
-	39,800	-	Issuance costs	150,000	150,000	-
2,028,156	2,231,729	2,194,007	Total debt service	2,691,333	2,691,333	-
			Other uses			
103,916	856,827	804,629	Transfers out	879,117	879,117	-
103,916	856,827	804,629	Total other uses	879,117	879,117	-
37,621,914	41,940,813	-	Ending Fund Balance	-	-	-
-	-	1,368,563	Contingency	1,580,613	1,580,613	-
-	-	28,421,651	Reserved for Future Years	34,880,492	36,872,878	40,272,765
\$62,715,608	\$70,935,656	\$ 73,601,757	Total requirements	\$91,824,157	\$93,774,157	\$40,272,765

Budget Detail

City by Fund

	General Fund	General Construction Fund	Debt Service Fund	Transient Lodging Tax Fund	Grants Fund	Street Operations Fund	Street Capital Fund	Water Fund	Sanitary Fund	Storm Fund	Broadband Fund	Adopted 2021-22 Budget
RESOURCES												
Beginning fund balance	\$ 6,580,078	\$ 1,976,366	\$ 76,477	\$ 62,716	\$ 2,055,638	\$ 2,561,404	\$ 3,571,494	\$ 15,839,311	\$ 2,211,728	\$ 5,869,959	\$ (532,406)	\$ 40,272,765
Revenue												
Taxes	6,971,527	-	-	-	-	-	-	-	-	-	-	6,971,527
Francise Fees	2,061,000	30,000	-	-	-	-	-	-	-	-	-	2,091,000
Licenses and permits	82,230	-	-	-	-	-	-	-	-	-	-	82,230
Intergovernmental	1,953,228	-	-	62,400	2,098,007	1,903,078	-	-	1,951,900	-	-	7,968,613
Charges for services	2,578,666	55,000	-	-	-	697,581	58,500	5,967,153	749,651	2,055,153	1,025,439	13,187,143
Infrastructure development	-	260,000	-	-	-	-	625,000	530,000	45,900	31,500	-	1,492,400
Fines, interest and other	2,333,048	14,500	700	475	7,500	28,000	48,000	146,500	26,139	49,500	175,000	2,829,362
Total revenue	15,979,699	359,500	700	62,875	2,105,507	2,628,659	731,500	6,643,653	2,773,590	2,136,153	1,200,439	34,622,275
Other sources												
Transfers in	4,117	875,000	-	-	-	-	-	-	-	-	-	879,117
Issuance of long-term debt	-	-	-	-	-	-	-	-	-	-	18,000,000	18,000,000
Total other sources	4,117	875,000	-	-	-	-	-	-	-	-	18,000,000	18,879,117
Total resources	\$22,563,894	\$ 3,210,866	\$ 77,177	\$125,591	\$4,161,145	\$5,190,063	\$4,302,994	\$22,482,964	\$4,985,318	\$8,006,112	\$18,668,033	\$ 93,774,157
REQUIREMENTS												
Expenditures												
Personal services												
Salaries and wages	8,308,222	59,059	-	-	-	355,804	72,263	563,851	231,802	458,769	1,007,530	11,057,300
Payroll taxes	738,605	5,145	-	-	-	34,886	6,412	53,895	22,717	46,151	89,095	996,906
Benefits	3,999,059	27,926	-	-	-	166,458	33,016	237,983	104,008	171,708	461,340	5,201,498
Total personal services	13,045,886	92,130	-	-	-	557,148	111,691	855,729	358,527	676,628	1,557,965	17,255,704
Materials and services												
Professional & technical	2,065,828	-	-	-	82,339	107,200	-	155,300	100,600	96,450	383,750	2,991,467
Facility and equipment	1,507,040	-	-	-	-	813,841	-	1,687,532	2,461	46,797	269,880	4,327,551
Other purchased services	1,206,591	-	-	-	-	29,693	-	550,859	114,342	151,057	132,835	2,185,378
Supplies	426,696	-	-	-	-	84,200	-	153,700	17,000	51,700	6,000	739,296
Community activities	26,250	-	-	-	-	-	-	-	-	-	-	26,250
Minor equipment	234,613	-	-	-	-	11,000	-	14,500	8,500	11,500	66,000	346,113
Other materials & services	20,000	-	-	-	-	-	-	-	-	-	-	20,000
Cost Allocation	(2,907,366)	59,110	-	-	-	386,324	69,266	323,963	325,158	459,380	1,220,592	(63,573)
Total materials & services	2,579,652	59,110	-	-	82,339	1,432,258	69,266	2,885,854	568,061	816,884	2,079,057	10,572,482
Capital outlay												
Infrastructure	-	1,644,176	-	-	-	-	3,178,673	11,953,596	2,291,174	1,145,000	1,858,681	22,071,300
Buildings	232,000	-	-	-	-	-	-	-	-	-	-	232,000
Other improvements	18,000	-	-	-	-	-	-	-	-	-	-	18,000
Vehicles	385,000	-	-	-	-	-	-	-	-	-	-	385,000
Furniture and equipment	1,015,730	-	-	-	-	-	-	-	-	-	200,000	1,215,730
Total capital outlay	1,650,730	1,644,176	-	-	-	-	3,178,673	11,953,596	2,291,174	1,145,000	2,058,681	23,922,030
Total expenditures	17,276,268	1,795,416	-	-	82,339	1,989,406	3,359,630	15,695,179	3,217,762	2,638,512	5,695,703	51,750,216
Debt service												
Principal	-	-	-	-	-	-	-	1,081,000	-	-	559,581	1,640,581
Interest	-	-	-	-	-	-	-	496,686	-	-	404,066	900,752
Issuance costs	-	-	-	-	-	-	-	-	-	-	150,000	150,000
Total debt service	-	-	-	-	-	-	-	1,577,686	-	-	1,113,647	2,691,333
Other uses												
Transfers out	-	-	-	-	4,117	-	875,000	-	-	-	-	879,117
Total other uses	-	-	-	-	4,117	-	875,000	-	-	-	-	879,117
Contingency	798,985	-	-	-	105,275	131,433	-	302,233	38,135	84,508	120,044	1,580,613
Reserved for Future Years	4,488,641	1,415,450	77,177	125,591	3,969,413	3,069,223	68,364	4,907,865	1,729,421	5,283,092	11,738,639	36,872,878
Total requirements	\$22,563,894	\$ 3,210,866	\$ 77,177	\$125,591	\$4,161,145	\$5,190,063	\$4,302,994	\$22,482,964	\$4,985,318	\$8,006,112	\$18,668,033	\$ 93,774,157

Budget Detail

General Fund in Total

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
RESOURCES						
\$ 4,478,427	\$ 5,552,559	\$ 5,325,013	Beginning fund balance	\$ 6,580,078	\$ 6,580,078	\$ 6,580,078
			Revenue			
5,836,667	6,224,127	6,587,917	Taxes	6,971,527	6,971,527	-
1,980,159	2,016,311	2,064,152	Franchise Fees	2,061,000	2,061,000	-
41,274	98,720	84,000	Licenses and permits	82,230	82,230	-
1,925,943	2,099,753	2,873,407	Intergovernmental	1,953,228	1,953,228	-
2,330,873	1,504,814	1,550,559	Charges for services	2,512,774	2,512,774	-
2,443,617	2,470,706	2,749,438	Fines, interest and other	2,398,940	2,398,940	-
14,558,532	14,414,431	15,909,473	Total revenue	15,979,699	15,979,699	-
			Other sources			
-	-	4,629	Transfers in	4,117	4,117	-
14,762	11,575	-	Sale of fixed assets	-	-	-
19,012	-	-	Capital Lease Proceeds	-	-	-
33,774	11,575	4,629	Total other sources	4,117	4,117	-
19,070,732	19,978,565	21,239,115	Total resources	22,563,894	22,563,894	6,580,078
REQUIREMENTS						
			Expenditures			
			Personal services			
6,676,553	7,062,684	7,771,629	Salaries and wages	8,340,308	8,308,222	-
616,926	617,314	668,471	Payroll taxes	741,090	738,405	-
2,807,944	3,338,132	3,499,416	Benefits	4,006,874	3,999,059	-
10,101,422	11,018,130	11,939,516	Total personal services	13,088,272	13,045,686	-
			Materials and services			
1,271,585	1,392,589	1,553,970	Professional & technical	2,065,828	2,065,828	-
1,154,211	1,264,469	1,522,242	Facility and equipment	1,507,040	1,507,040	-
922,270	941,407	1,077,192	Other purchased services	1,206,591	1,206,591	-
372,156	406,330	452,530	Supplies	426,696	426,696	-
19,416	213,417	274,060	Community activities	26,250	26,250	-
128,809	270,934	214,725	Minor equipment	234,613	234,613	-
11,106	15,192	10,000	Other materials & services	20,000	20,000	-
(1,162,552)	(1,514,014)	(1,583,494)	Cost Allocation	(2,907,366)	(2,907,366)	-
2,717,001	2,990,325	3,521,225	Total materials & services	2,579,652	2,579,652	-
			Capital outlay			
171,845	-	-	Infrastructure	-	-	-
10,000	170,000	65,000	Buildings	232,000	232,000	-
110,619	-	-	Other improvements	18,000	18,000	-
273,121	243,012	287,517	Vehicles	385,000	385,000	-
134,165	232,085	235,300	Furniture and equipment	1,015,730	1,015,730	-
699,750	645,097	587,817	Total capital outlay	1,650,730	1,650,730	-
13,518,173	14,653,552	16,048,558	Total expenditures	17,318,654	17,276,068	-
5,552,559	5,325,013	-	Ending Fund Balance	-	-	-
-	-	666,477	Contingency	798,985	798,985	-
-	-	297,788	Reserved for Future Years - Fleet	225,184	225,184	225,184
-	-	4,226,292	Reserved for Future Years	4,221,071	4,263,657	6,354,894
\$ 19,070,732	\$ 19,978,565	\$ 21,239,115	Total requirements	\$ 22,563,894	\$ 22,563,894	\$ 6,580,078

Budget Detail

General Fund by Division

2018-19 Actual	2019-20 Actual	2020-21 Budget	General Fund Resources	2021-22 Proposed	2021-22 Approved	2021-22 Adopted
\$ 4,478,427	\$ 5,552,559	\$ 5,325,012	Beginning fund balance	\$ 6,580,078	\$ 6,580,078	\$ 6,580,078
			Revenue			
5,836,667	6,224,127	6,587,917	Taxes	6,971,527	6,971,527	-
1,980,159	2,016,311	2,064,152	Franchise Fees	2,061,000	2,061,000	-
41,274	98,720	84,000	Licenses and permits	82,230	82,230	-
2,046,766	2,099,753	2,873,407	Intergovernmental	1,953,228	1,953,228	-
2,210,050	1,504,814	1,550,559	Charges for services	2,578,666	2,578,666	-
2,443,617	2,470,706	2,749,438	Fines, interest and other	2,333,048	2,333,048	-
14,558,532	14,414,431	15,909,473	Total revenue	15,979,699	15,979,699	-
			Other sources			
-	-	4,629	Transfers in	4,117	4,117	-
14,762	11,575	-	Sale of fixed assets	-	-	-
19,012	-	-	Capital Lease Proceeds	-	-	-
33,774	11,575	4,629	Total other sources	4,117	4,117	-
19,070,732	19,978,565	21,239,114	Total resources	22,563,894	22,563,894	6,580,078
Requirements						
Administration Division						
			Personal services			
1,445,486	1,394,590	1,483,165	Salaries and wages	1,628,991	1,628,991	-
123,367	147,760	123,503	Payroll taxes	138,022	138,022	-
560,063	616,920	602,348	Benefits	690,187	690,187	-
2,128,916	2,159,270	2,209,016	Total personal services	2,457,200	2,457,200	-
			Materials and services			
469,223	568,058	646,482	Professional & technical	1,123,442	1,123,442	-
107,766	211,616	200,090	Facility and equipment	258,950	258,950	-
661,343	692,142	731,297	Other purchased services	822,007	822,007	-
12,279	23,332	24,375	Supplies	15,850	15,850	-
10,650	7,654	9,110	Community activities	9,200	9,200	-
72,270	245,947	75,500	Minor equipment	101,000	101,000	-
106	108	-	Other materials & services	-	-	-
(780,511)	(927,500)	(1,011,141)	Cost Allocation	(1,535,348)	(1,535,348)	-
553,126	821,357	675,714	Total materials & services	795,101	795,101	-
			Capital outlay			
10,000	-	-	Buildings	-	-	-
124,314	20,661	-	Furniture and equipment	70,000	70,000	-
134,314	20,661	-	Total capital outlay	70,000	70,000	-
2,816,356	3,001,287	2,884,730	Total Administration Expenditures	3,322,301	3,322,301	-
Community Development						
			Personal services			
1,000,141	1,124,248	1,220,489	Salaries and wages	1,323,493	1,323,493	-
86,413	92,708	104,185	Payroll taxes	113,737	113,737	-
444,897	543,261	580,964	Benefits	677,242	677,242	-
1,531,451	1,760,217	1,905,638	Total personal services	2,114,472	2,114,472	-
			Materials and services			
419,468	413,800	458,000	Professional & technical	416,400	416,400	-
1,751	5,516	5,550	Facility and equipment	9,200	9,200	-
51,144	55,322	60,495	Other purchased services	89,598	89,598	-
6,259	5,168	7,555	Supplies	5,880	5,880	-
736	198,551	251,500	Community activities	1,000	1,000	-
4,815	21	4,450	Minor equipment	1,200	1,200	-
1,000	-	-	Other materials & services	-	-	-
(87,583)	(122,897)	(105,747)	Cost Allocation	(88,109)	(88,109)	-
397,590	555,480	681,803	Total materials & services	435,169	435,169	-
\$ 1,929,041	\$ 2,315,697	\$ 2,587,441	Total Community Dev. Expenditures	\$ 2,549,641	\$ 2,549,641	\$ -

Budget Detail

General Fund by Division

2018-19 Actual	2019-20 Actual	2020-21 Budget	General Fund Requirements Continued	2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			Police Services			
			Personal services			
2,345,066	2,511,017	2,879,072	Salaries and wages	3,014,840	3,014,840	-
234,225	207,804	237,168	Payroll taxes	254,885	254,885	-
1,067,992	1,273,316	1,389,896	Benefits	1,537,593	1,537,593	-
3,647,283	3,992,137	4,506,136	Total personal services	4,807,318	4,807,318	-
			Materials and services			
221,928	233,500	232,000	Professional & technical	265,000	265,000	-
25,398	23,060	32,200	Facility and equipment	37,100	37,100	-
116,217	100,856	145,545	Other purchased services	159,700	159,700	-
46,281	47,078	69,500	Supplies	73,500	73,500	-
2,049	2,909	3,500	Community activities	3,500	3,500	-
3,519	4,653	36,000	Minor equipment	36,000	36,000	-
10,000	15,085	10,000	Other materials & services	20,000	20,000	-
425,392	427,140	528,745	Total materials & services	594,800	594,800	-
-	21,171	-	Furniture and equipment	-	-	-
-	21,171	-	Total capital outlay	-	-	-
4,072,675	4,440,448	5,034,881	Total Police Expenditures	5,402,118	5,402,118	-
			Community Services			
			Personal services			
1,241,364	1,330,073	1,429,183	Salaries and wages	1,556,682	1,524,596	-
108,457	111,050	126,141	Payroll taxes	143,148	140,463	-
462,908	584,252	598,775	Benefits	704,403	696,588	-
1,812,730	2,025,375	2,154,099	Total personal services	2,404,233	2,361,647	-
			Materials and services			
97,628	109,771	137,000	Professional & technical	98,701	98,701	-
1,637	6,881	5,390	Facility and equipment	10,230	10,230	-
53,055	52,548	83,152	Other purchased services	72,771	72,771	-
179,393	171,709	204,050	Supplies	212,896	212,896	-
5,299	3,946	8,900	Community activities	10,050	10,050	-
19,340	11,087	14,300	Minor equipment	22,338	22,338	-
356,352	355,942	452,792	Total materials & services	426,986	426,986	-
-	16,612	-	Furniture and equipment	38,210	38,210	-
-	16,612	-	Total capital outlay	38,210	38,210	-
\$ 2,169,082	\$ 2,397,928	\$ 2,606,891	Total Community Services Expenditures	\$ 2,869,429	\$ 2,826,843	\$ -

Budget Detail

General Fund by Division

2018-19 Actual	2019-20 Actual	2020-21 Budget	General Fund Requirements Continued	2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			Public Works			
			Personal services			
644,620	702,770	759,720	Salaries and wages	816,302	816,302	-
64,426	57,993	77,474	Payroll taxes	91,298	91,298	-
271,996	320,370	327,433	Benefits	397,449	397,449	-
981,042	1,081,133	1,164,627	Total personal services	1,305,049	1,305,049	-
			Materials and services			
63,338	67,461	80,488	Professional & technical	162,285	162,285	-
1,017,661	1,017,396	1,279,012	Facility and equipment	1,191,560	1,191,560	-
40,509	40,539	56,703	Other purchased services	62,515	62,515	-
127,943	159,043	147,050	Supplies	118,570	118,570	-
683	357	1,050	Community activities	2,500	2,500	-
28,865	9,227	84,475	Minor equipment	74,075	74,075	-
(294,458)	(463,617)	(466,606)	Cost Allocation	(1,283,909)	(1,283,909)	-
984,542	830,406	1,182,172	Total materials & services	327,596	327,596	-
			Capital outlay			
171,845	-	-	Infrastructure	-	-	-
-	170,000	65,000	Buildings	232,000	232,000	-
110,619	-	-	Other improvements	18,000	18,000	-
273,121	243,012	287,517	Vehicles	385,000	385,000	-
9,851	173,641	235,300	Furniture and equipment	907,520	907,520	-
565,436	586,653	587,817	Total capital outlay	1,542,520	1,542,520	-
2,531,020	2,498,192	2,934,616	Total Public Works Expenditures	3,175,165	3,175,165	-
			Unallocated Expenditures			
-	-	-	Transfers to Grants	-	-	-
5,552,559	5,325,012		Ending Fund Balance			
		795,474	Contingency	798,985	798,985	-
		297,788	Reserved for Future Years - fleet	225,184	225,184	225,184
		4,097,294	Reserved for Future Years	4,221,071	4,263,657	6,354,894
\$ 19,070,732	\$ 19,978,565	\$ 21,239,114	Total requirements	\$ 22,563,894	\$22,563,894	\$ 6,580,078

Administration

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

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			Revenue			
5,836,667	6,224,127	6,587,917	Taxes	6,971,527	6,971,527	-
1,980,159	2,016,311	2,064,152	Franchise Fees	2,061,000	2,061,000	-
37,104	15,310	5,500	Licenses and Permits	5,500	5,500	-
571,641	626,289	918,108	Intergovernmental	685,415	685,415	-
60,724	62,218	64,507	Charges for Services	65,800	65,800	-
2,401,712	2,344,937	2,651,030	Fines, Interest, and Other	2,256,750	2,256,750	-
19,012	-	4,629	Transfers in & Other Sources	4,117	4,117	-
10,907,019	11,289,192	12,295,843	Total revenue	12,050,109	12,050,109	-
			Expenditures			
2,128,916	2,159,256	2,209,016	Personal services	2,457,200	2,457,200	-
553,126	821,357	675,714	Materials and services	795,101	795,101	-
134,314	20,661	-	Capital outlay	70,000	70,000	-
\$ 2,816,356	\$ 3,001,273	\$ 2,884,730	Total expenditures	\$ 3,322,301	\$ 3,322,301	\$ -

City Council

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 for a two-year term. 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. The City Council meets in regular monthly meetings and occasional executive sessions. In addition, City Council work sessions are held to study upcoming issues. The City Council also serves as the City's Urban Renewal District Board, which similar to the City Council, holds regular business meetings.

FY2020-21 Highlights

- Projected to adopt 16 ordinances and 75 resolutions.

Performance Measures

Strategy	Measures	FY19-20 Actual	FY20-21 Projected	FY21-22 Projected
Increase transparency	Council meetings	20	21	24
	Work sessions	27	30	30
	Executive sessions	15	12	15
Training for Council members & Regional Meeting participation	Conferences: Oregon Mayor's Assoc. Conf. (2) Or. League of Cities Annual Conf. NLC National League of Cities Conf. New Partners for Smart Growth	4	4	2
	Regional meetings: Regional Mayor's Meetings (12) Wa. Co. Coordinating Committee (12) Willamette River Water Coalition (4) Regional Water Providers Consortium (4) Southwest Corridor Steering Comm. (12) R1Act (6) Westside Transportation Alliance (12) Note: Meetings held monthly or quarterly	58	56	62

City Recorder

The City Recorder is the custodian of records and responsible for the management of City records and provides administrative support to the City Council and URA Board. The City Recorder also serves as the City's Elections official.

2020-21 Highlights

- Elections - Coordinated a General Election, including an Initiative Petition regarding recreational marijuana
- Oversaw 8 Municipal Code Amendments
- Reviewed and prepared 127 years of City Council *Legislative* records (1893-2020) for migration into new Records Management System
- Reviewed and prepared 127 years of City Council *Meeting Records* (1893-2020) for migration into new Records Management System
- Compile City Administrative Policies for review by City Management Team

2021-22 Goals

- Continue implementation and migration of records into TRIM/ORMS, Records Management System
- Continue audit and migration of records into TRIM/ORMS, disengaging current City Records Management System (ongoing)
- Continue to coordinate with City Records Management Committee to oversee Management of City Records
- Purge City records per State Records Retention Schedule (ongoing)
- Draft Policy, Creating and Implementing Administrative Policies
- Draft Policy, Identification and Management of Vital City Records
- Draft Policy, Records Disaster Recovery Plan

Performance Measures

Strategy	Measures	FY19 -20 Actual	FY20-21 Projected	FY21-22 Projected
Adhere to public records law and respond to public records requests	Public records requests	20	40	40
	Responded within 5 business days	17	35	35
Maintain Current Code Updates Coordinate Accurate and Transparent	Municipal Code updates	10	10	10
	Process Election fillings, coordinate special and general	7	1	4

City Manager

The City Manager's office provides leadership, coordination and management for the City and is responsible for establishing general administrative policies that govern the operations of the City. The City Manager, with input from the Senior Management team, also supports and assists the Mayor and City Councilors in their roles as policy makers by providing accurate and timely information and appropriate policy alternatives.

2020-21 Goals

- Hold Sherwood Citizen University sessions once pandemic rules allow
- Continue to Develop and Implement Improved Citizen Engagement Strategies
- Continue to support enhanced programs and activities to engage the public on issues facing the community
- Continue to implement enhancements to City intranet to ensure efficient sharing of important information to employees

Performance Measures

Strategy	Measures	FY19-20 Actual	FY20-21 Projected	FY21-22 Projected
Increase communication with the public	Newsletter Frequency	Every Two Months	Every Two Months	Every Two Months
	Number of Facebook Friends	3,430	4,110	4,500
	Number of Twitter Followers	700	950	1,100

City Attorney & Risk Management

The City Attorney's Office is the in-house legal department for the City. It provides a broad range of legal services to City officials, management, and staff. Primarily, these services are in the areas of researching legal questions and providing legal advice; preparing and reviewing contracts, ordinances, resolutions, and other legal documents; conducting negotiations; representing the City in administrative proceedings and, occasionally, in court; and analyzing public record requests and exemptions. Areas of law most frequently encountered include employment law, tort liability, constitutional law, elections law, public contracting, public meetings, public records, real property, and land use. The Office also retains and manages outside legal counsel for certain projects. Additionally, as part of its risk management function, the Office is responsible for processing claims for property, auto, equipment and liability insurance.

2020-21 Highlights

- Completed year four of the City's law clerk program; expanded program to include externship for class credit and continued leveraging federal work-study funds.
- Numerous COVID-19 related projects, including negotiating, drafting, and reviewing a variety of intergovernmental grant agreements, policies, and procedures.
- Implementation of ballot measure 34-299 regarding recreational marijuana facilities, including code updates and intergovernmental agreement with the Dept. of Revenue.
- Assisted with major solicitations including Sherwood Broadband fiber to the home project.
- Prepared and reviewed numerous ordinances, including updating business license code, establishing traffic safety committee, creating a business food waste program, and setting expectations for police services.

2021-22 Goals

- Continue to improve the City's law clerk program.
- Assist with successful start-up of new Urban Renewal Area and associated projects. (City-wide Goal – Economic Development, Livability)
- Continue to review City ordinances and perform housekeeping updates.

Performance Measures

Strategy	Measures	FY19-20 Actual	FY20-21 Projected	FY21-22 Projected
Keep Council Informed	Frequency of Tort Claim Updates	Quarterly	Quarterly	Quarterly
Law Clerk Program	Duration of Student Position	~75% Year	Full Year	Full Year
Maintain and Update Municipal Code	Ordinances Enacted	15	14	14

Human Resources

The Human Resources department provides personnel support for all City employees. This department also includes recruitment, training and development, benefit, compensation, and salary classifications, and is responsible for managing and updating the City of Sherwood Employee Manual and Employee Policies. In addition, HR manages the City's two union contracts, leads employee relations, and processes claims for workers' compensation 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.

2020-21 Highlights

- Retained, recruited and trained a top-quality workforce
- Managed all lines of insurance coverage for the City
- Successfully negotiated a new Collective Bargaining Agreement with SPOA (Sherwood Police Officers Association)
- Revised Personnel Policies to ensure compliance with changes in employment law

2021-22 Goals

- Continue to improve the efficiency and responsiveness of the Human Resources Department
- Provide training to ensure employee success and retention
- Implement updated employee manual to assist managers and employees (City-wide Goal – Fiscal Responsibility)

Performance Measures

Strategy	Measures	FY19-20 Actual	FY20-21 Projected	FY21-22 Projected
Provide efficient external recruitment service	Recruitments Conducted	31	20	30
	Employment applications received	460	230	400
Perform facility inspections by Safety Committee to minimize unsafe conditions	Number of identified unsafe practices eliminated	2	2	2
Maintain a low number of accidents and the cost of worker compensation claims	Number of Workers'	7	2	N/A
	Time loss (days)	59	11	N/A
	Paid Loss (fiscal year)	20,906	3,174	N/A

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.

2020-21 Highlights

- Hired a Desktop Support Technician
- Supported a move to remote work due to COVID
 - Implemented new VPN and remote work procedures
 - Implemented additional security software to support remote work
 - Deployed several new cell phones to support remote work
- Implemented a new spam filtering solution
- Upgraded 2 major software applications
- Implemented 3-GIS to support Sherwood Broadband
- Implemented a new automated patching system for non-Microsoft applications

2021-22 Goals

- Finished the city phone system to a hosted solution
- Retire on-premises Infor servers, upgrade city firewalls
- Upgrade city network switches/routers
- Explore enhancements to current backup systems to better protect against ransomware (City-wide Goal – Fiscal Responsibility)
- Improve security by leverage existing investments in 2 Factor Authentication and Single Sign-On(City-wide Goal – Fiscal Responsibility)

Performance Measures

Strategy	Measures	FY19-20 Actual	FY20-21 Projected	FY21-22 Projected
Effectively maintain and support computer and informational systems throughout the City	Major Software Applications Supported	67	70	65
	Computer Systems Supported	250	290	280
	Network Systems Supported	48	48	48
	Terabytes of data maintained onsite	26 TB	24 TB	24TB
Productivity Through IT Service Management process improvement	Help desk tickets submitted	900	694*	600*
	Help desk tickets resolved within 30 min. (Estimate)	10%	15%	15%
	Satisfaction Rate: Good or better	100%	100%	100%
	IT Staff Training Hours	20	0	20

Finance

The Finance department provides financial information, oversight and management. Finance is responsible for the annual budget, annual audit, debt management, payroll, cash management, accounts receivable, and accounts payable. The Finance department prepares a wide range of internal and external financial reports.

2020-21 Highlights

- Received the GFOA Budget Award for the FY2020-21 budget document
- Submitted for the GFOA Award for Excellence in Financial Reporting for FY2019-20
- Implement use of TRIM/ORMS Records Management System for electronic storage of financial records to increase efficiency and decrease staff time

2021-22 Goals

- Continue to increase passive revenues through sound investments and a diverse investment strategy (City-wide Goal – Fiscal Responsibility)
- Research and analyze options to decrease fees associated with credit card and banking fees (City-wide Goal – Fiscal Responsibility)
- Continue to streamline workflow for optimal performance and audit success
- Research new financial software system to improve performance and reporting capabilities (City-wide Goal – Fiscal Responsibility)

Performance Measures

Strategy	Measures	FY19-20 Actual	FY20-21 Projected	FY21-22 Projected
Maintain high levels of financial integrity	Independent auditor opinion	Unqualified	Unqualified	Unqualified
	Number of GFOA reviewer comments on the CAFR	4	4	4
Deliver efficient, effective financial services	Credit rating	Aa3	Aa2	Aa2
	Actual cost to deliver financial services	\$556,615	\$608,493	\$671,255
	Cost to deliver financial services as a % of total City budget	1.6%	1.3%	1.2%

Municipal Court

Municipal Court is responsible for processing all traffic violations and non-felony offenses within the City. The goal of the Municipal Court is to promote compliance with laws and regulations by processing citations for violations equitably and timely.

2020-21 Highlights

- Ensure staff communication and support working remotely
- Alternative plan for court operations due to COVID (Art Center)
- Scanned over 28,000 closed court cases into TRIM (State of OR Digitalize program)
- Continue to streamline and find efficiencies in workflow

2021-22 Goals

- Catch up backlog of cases due to COVID-19 restrictions (City-wide Goal – Fiscal Responsibility)
- Implementation of E-Abstracts to DMV

Performance Measures

Strategy	Measures	FY19-20 Actual	FY20-21 Projected	FY21-22 Projected
Manage an efficient and effective Municipal Court	Traffic violations	20,446	18,000	22,660
	Parking violations	209	250	300
	City Ordinance violations	14	35	40
	Total violations processed	20,669	18,300	23,000
	Number of court staff	4	4	4
	Number of violations processed annually per staff (includes supervisor)	5,167	4,575	5,750
	Operating expenses	681,577	648,757	732,446
	Operating expenses per processed violation	\$32.98	\$35.45	\$31.85

Community Development

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

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			Revenue			
-	80,679	75,000	Licenses and Permits	73,500	73,500	-
28,807	8,912	587,725	Intergovernmental	188,050	188,050	-
1,618,697	1,032,380	967,097	Charges for Services	2,112,669	2,112,669	-
30,084	(0)	-	Fines, Interest, and Other	-	-	-
1,677,588	1,121,971	1,629,822	Total revenue	2,374,219	2,374,219	-
			Expenditures			
1,531,451	1,760,217	1,905,638	Personal services	2,114,472	2,114,472	-
397,590	555,480	681,803	Materials and services	435,169	435,169	-
\$ 1,929,041	\$ 2,315,697	\$ 2,587,441	Total expenditures	\$ 2,549,641	\$ 2,549,641	\$ -

Planning

The Planning department plays an integral role in shaping the long-term character of the City through the development and implementation of the Sherwood Comprehensive Plan and other long-range planning documents. The plans are intended to protect the personal, environmental, and economic health of the community.

2020-21 Highlights

- Approved over 750,000 SF of new industrial, commercial, and institutional space and 69 new single-family lots.
- Five out of the six Comprehensive Plan themes have been reviewed by the Community Advisory Committee, Technical Advisory Committee, Planning Commission, and City Council
- Managed the Brookman Addition Concept Plan update
- Adopted the 2019-2039 Housing Needs Analysis
- Started the Housing Code Update to create residential design standards and to implement House Bill 2001 and the Sherwood West Concept Plan Update

2021-22 Goals

- Continue to build the Comprehensive Plan, including the Economic Opportunities Analysis and Housing Needs Analysis to construct meaningful plan policies for Sherwood's future (City-wide Goal – Livability)
- Adopt the Sherwood 2040 Comprehensive Plan Update (City-wide Goal – Livability)
- Adopt the Economic Opportunities Analysis (City-wide Goal – Economic Development)
- Adopt the Sherwood West Concept Plan Update (City-wide Goal – Livability)
- Adopt the Housing Code Update (City-wide Goal – Livability)

Performance Measures

Strategy	Measures	FY19-20 Actual	FY 20-21 Projected	FY 21-22 Projected
Meet State mandated deadlines for land use decisions and produce sound decisions	Perform completeness review within 30 days of submittal	100%	100%	100%
	Produce decisions within 120 days (if no extensions)	100%	100%	100%
	Total number of site plan review applications	8	5	6
	Land use decisions made by City staff (Type II)	4	7	6
	Land use decisions made by City staff (Type I)	97	85	90
	Land use decisions made by Hearing Officer or Planning Commission	10	9	9
	Land use decisions made by City Council	4	7	6
Improve clarity and effectiveness of Code	Code amendment projects undertaken	3	5	3

Building

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

2020-21 Highlights

- Completed all inspections and approvals for the New Sherwood High School, and other school transformation projects.
- Completed occupancy approvals for Timber Crossing III, Middleton Estates, and Copper Ter. residential sub-divisions.

2021-22 Goals

- Complete plan reviews, inspections, and final occupancy approvals for multiple projected residential and commercial sub-divisions. (City-wide Goal – Livability)
- Complete annual state mandated training for staff.

Performance Measures

Strategy	Measures	FY19-20 Actual	FY20-21 Projected	FY21-22 Projected
Provide timely service	Building inspection performed same day	100%	100%	100%
	Plan review turnaround within 2 weeks' time for single family homes	98%	98%	95%
	Plan review turnaround within 2 weeks' time for commercial improvements	98%	95%	95%
	Plan review turnaround within 4 weeks' time for new commercial buildings	95%	95%	95%
Permits: Identify and track workload measures to enable appropriate staffing	Total number of permits	668	560	680
	New single-family homes/ADU's	31	23	97
	New Multi-family homes	0 Units	0 Units	5 Units
	Residential remodel/additions	21	18	25
	New commercial buildings	5	8	10
	Commercial tenant improvement	20	19	25
	Miscellaneous (Mech, Plumb, AS)	495	453	520
	Number of inspections	2,435	1,840	2,800

Engineering

The Engineering department plans, designs, and oversees construction of the City's Capital Improvement Projects (CIP's), which include streets, stormwater 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 inspections on the construction of public infrastructure projects to ensure that these facilities meet the City's standards for materials and installation. Engineering issues right-of-way permits for all work performed within the public right-of-way and oversees erosion and sediment runoff control on any construction activity within the City. The department also provides estimates and final SDC fee assessments on private development projects.

2020-21 Highlights

- Continued coordination efforts with the Sherwood School District and their contractor to finalize site development construction of the new Sherwood High School.
- Continued coordinating with Washington County to finalize the construction of the Kruger/Elwert intersection improvement project and for the Sherwood School District High School project off-site public facilities mitigation improvement projects.
- Oversee construction efforts for the Cedar Creek Trail project.
- Continued coordination with CWS on the design of the Brookman Sanitary Sewer Trunk Line Extension Project.
- Completing design and bidding of the Rock Creek Sanitary Sewer Trunk Line Upsizing Phase 1 project. Commencing construction immediately FY21/22.
- Completed the design and construction management of several Public Works paving and stormwater maintenance projects
- Continuing a traffic data analysis program, which is designed to provide technical response to complaints of traffic volume and speed at specific location within the City
- Provided design coordination efforts between ODOT, WACO, CWS, and developers on private site developments. The major projects include Middlebrook Subdivision, The Reserve at Cedar Creek Subdivision, London Estates Subdivision, Cipole Road Industrial Site Development, Willamette Water Supply Program (WWSP) site development (TEA), Trammel-Crowe Corporate Park site development, Sherwood Industrial Site Development (TEA), Denali Subdivision, and several smaller developments located on SW Olds Place.

2021-22 Goals

- Teaming with City Police Department on implementation of a traffic calming program to respond to citizen transportation concerns (City-wide Goal – Public Safety)
- Coordinate with Washington County to finalize the construction of the Kruger/Elwert Road Intersection Improvement project, and the Sherwood School District High School project off-site public facilities mitigation improvements. (City-wide Goal – Infrastructure, Economic Development, Livability)

- Coordinate with Washington County to finalize the construction of improvements to the Sunset Boulevard/Highway 99W intersection based on City's Transportation System Plan (TSP), and coordinate with design work being performed by Washington County on the Kruger/Elwert/Hwy 99W Intersection Project (City-wide Goal – Infrastructure, Public Safety).
- Continue coordination with CWS on preliminary design analysis of sanitary sewer trunk line running through the Brookman area. Coordinate with CWS on design goals, timelines, and budget development (City-wide Goal – Infrastructure, Economic Development, Livability)
- Conduct design effort for improvements to Oregon Street from Langer Farms Parkway to the Murdock Road roundabout, bringing Oregon Street up to City standards for collector roads (City-wide Goal – Infrastructure, Public Safety, Economic Development and Livability)
- Perform construction of the Rock Creek Sanitary Sewer Trunk Line Upsizing Phase 1 project, which crosses Tualatin-Sherwood Road. Upgrade the portion of the sanitary trunk line crossing Tualatin- Sherwood Road prior to installation of large diameter waterline running from Tualatin to Hillsboro, and reconstruction of Tualatin-Sherwood Road by WACO (City-wide Goal – Infrastructure, Livability and Economic Development).
- Commence design of the Rock Creek Sanitary Sewer Trunk Line Upsizing Phase 2 project, which completes the upsizing of the Rock Creek Sanitary Sewer Trunk Line. Commencing at the end of Phase 1 improvements, upsizing trunk line size up to Oregon Street/Murdoc Road intersection. (City-wide Goal – Infrastructure, Livability and Economic Development).

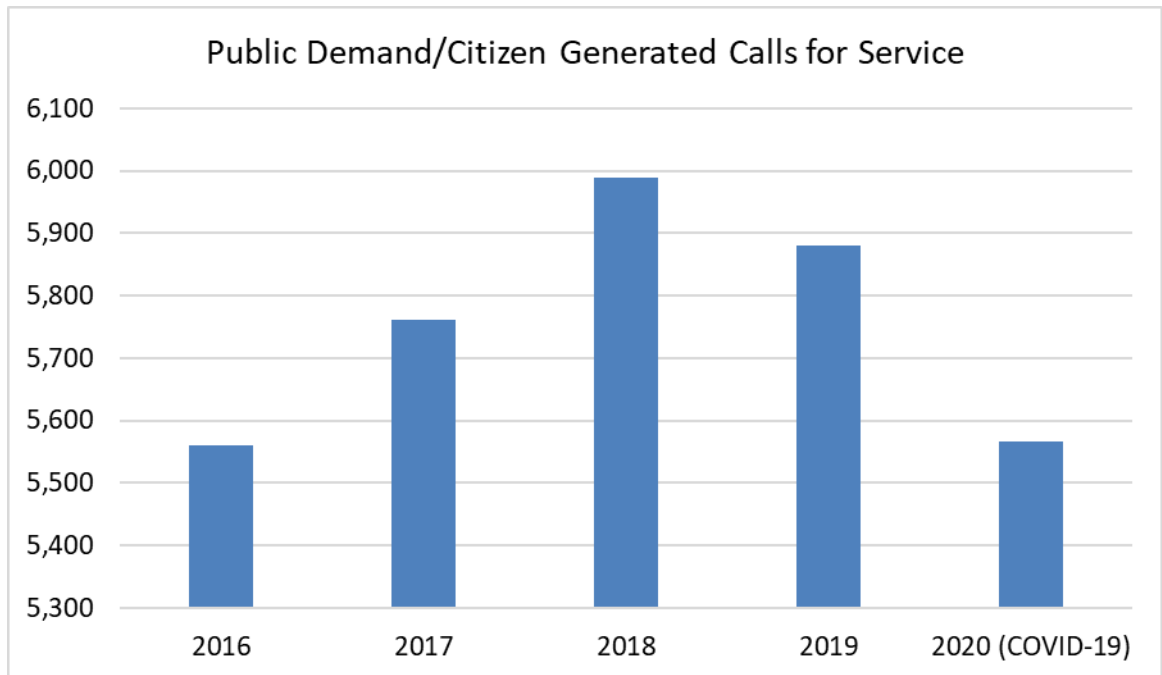
Performance Measures

Strategy	Measures	FY19-20 Actual	FY20-21 Projected	FY21-22 Projected
Provide professional infrastructure design and management services	Capital projects designed, managed, and/or inspected	10	12	10
	Public improvement projects designed managed & inspected	6	8	8
	Private development pre-applications reviewed	10	15	12
	Private development applications reviewed for final approval	10	12	10
Protect infrastructure and right-of-ways Enforce engineering design and construction standards	Right-of-way permits issued	60	57	50
	SFR lot ESC plan reviews performed	40	30	80
	SFR lot ESC inspections performed	425	165	320
	ESC inspections performed under Compliance Agreement projects	250	475	450

Police

The Sherwood Police department's primary purpose is to serve the community. The Police department exists for the community and believes in the philosophy that the police are the public and the public are the police. We believe that law enforcement is a fundamental and critical service to the community and must be maintained as a priority.

e	2019-20	2020-21		2021-22	2021-22	2021-22
Actual	Actual	Budget		Proposed	Approved	Adopted
Revenue						
4,170	2,730	3,500	Licenses and Permits	3,230	3,230	-
87,295	63,364	73,512	Intergovernmental	74,500	74,500	-
7,238	6,723	6,900	Charges for Services	2,300	2,300	-
4,065	559	120	Fines, Interest, and Other	50	50	-
-	840	-	Transfers in & Other Sources	-	-	-
102,767	74,216	84,032	Total revenue	80,080	80,080	-
Expenditures						
3,647,283	3,992,137	4,506,136	Personal services	4,807,318	4,807,318	-
425,392	427,140	528,745	Materials and services	594,800	594,800	-
-	21,171	-	Capital outlay	-	-	-
\$ 4,072,675	\$ 4,440,448	\$ 5,034,881	Total expenditures	\$ 5,402,118	\$ 5,402,118	\$ -



Police

2020-21 Highlights

- Lead startup of Traffic Safety Committee
- Hired 2 reserves
- Hired 2 Full Time Officers
- High Drug Arrests for low proactive year.

2019 (94)	2020 (62)	2021 (1/1-2/9) (16)
Methamphetamine (43)	Methamphetamine (27)	Methamphetamine (6)
Marijuana (26)	Heroin (15)	Heroin (5)
Heroin (16)	Marijuana (15)	Marijuana (5)

2021-22 Goals – COVID-19 delayed many of our programs and efforts; we want to pick up and continue with many of the programs identified for 2020-21

- Continue to build new Enhanced Police Volunteers Program (City-wide Goal – Citizen Engagement, Public Safety)
- Look to increase crime/drug prevention opportunities in Sherwood schools (City-wide Goal – Livability, Citizen Engagement, Public Safety)
- Enhance succession planning through training of officers and sergeants in appropriate leadership training and opportunities (City-wide Goal – Public Safety)
- Continue efforts to enhance service delivery through the efficient use of technology
- Reestablish Citizens Academy (City-wide Goal – , Citizen Engagement, Public Safety)
- Reengage with community members through our different venues and programs, i.e. Coffee with a Cop, Cruisin Sherwood, Robin Hood (City-wide Goal – Citizen Engagement)

Performance Measures

Strategy	Measures	2019 Actual	2020 Actual	2021 Projected
Maintain safety through proactive activities	Number of sworn officers	25	26	27
	Population served	19,350	19,595	20,115
	Number of proactive activities	12,015	7,391	10,000
	Total all calls & activities	17,895	12,958	15,811

Community Services

The Community Services Division encompasses Library services, the Sherwood Old Town Field House operations, the Sherwood Center for the Arts, the Marjorie Stewart Center, volunteer services, field and gym scheduling, and the coordinating and planning of various events. As part of the Washington County Cooperative Library Services (WCCLS), the Sherwood Library provides access to resources from all 13 County libraries as well as regional, national, and international sources. The Sherwood Old Town Field House is an indoor soccer facility that offers soccer leagues, facility rentals and field time for a variety of sports and activities. The Center for the Arts opened in February 2015 and features a 393-seat theater/multi-purpose space, visual arts gallery and two classrooms. The Marjorie Stewart Center offers programs, classes and meals for seniors.

Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
Revenue						
917,200	953,427	956,502	Intergovernmental	985,080	985,080	-
511,235	395,777	485,630	Charges for Services	320,080	320,080	-
86,707	91,477	68,637	Fines, Interest, and Other	71,892	71,892	-
<u>1,515,142</u>	<u>1,440,681</u>	<u>1,510,769</u>	Total revenue	<u>1,377,052</u>	<u>1,377,052</u>	<u>-</u>
Expenditures						
1,812,730	2,025,374	2,154,099	Personal services	2,404,233	2,361,647	-
356,352	355,942	452,792	Materials and services	426,986	426,986	-
-	16,612	-	Capital outlay	38,210	38,210	-
<u>\$ 2,169,082</u>	<u>\$ 2,397,928</u>	<u>\$ 2,606,891</u>	Total expenditures	<u>\$ 2,869,429</u>	<u>\$ 2,826,843</u>	<u>\$ -</u>

Library

The mission of Sherwood Public Library is to inspire discovery, enrich lives and build community through equitable access to life-long learning. The Library serves the greater Sherwood area of nearly 25,000 people. As a member of Washington County Cooperative Library Services (WCCLS), Sherwood Public Library provides access to 1.7 million items—including e-books and digital audiobooks, and online learning resources. The local collection includes 52,000 books, movies, CDs, audiobooks, magazines, newspapers, a “Library of Things”, games and more. Internet access and productivity software is available at 13 public computers. The children’s area is an active hub for playing and learning. The Library is open seven days a week, 60 hours a week. The majority of library funding is from WCCLS through local property taxes and a five-year operational levy.

2020-21 Highlights

- Library services and events pivoted to virtual at the start of the COVID-19 pandemic.
- Curbside services opened in June, following guidance from Washington Co. Public Health.
- We provided 427 events and classes with over 11,000 participants during the year.
- The Levy for Countywide Library Services, Measure 34-297, passed on May 19, 2020, by over 68%, providing 40% of the funding for WCCLS and 20% for Sherwood Public Library.
- Welcomed nearly 173,000 visits & 1,006 new registered library users, for a total of 13,043.
- Provided 321,000 uses of the library’s physical and digital collections, only a 20% decrease.
- Added 6,700 items to the local collection.
- Created new Strategic Focus Areas with the Library Advisory Board and staff.
- Added in-person computer appointments, with in-person browsing coming soon.

2021-22 Goals

- Reopen all in-person library services. (City-wide Goal— Livability; Citizen Engagement)
- Revisit the Facility Master Plan draft with a pandemic lens (City-wide Goal— Infrastructure)
- Launch Strategic Planning for 2022-2024 (City-wide Goal— Livability)
- Increase accessibility for technology (City-wide Goals— Livability; Economic Development)
- Increase availability and use of popular materials (City-wide Goal— Livability)

Performance Measures (Projected for FY19-20 and FY20-21 reflect COVID-19 impacts)

Strategy	Measures	FY19-20 Actual	FY20-21 Projected	FY21-22 Projected
Increase availability and use of popular materials	Children’s fiction, picture books, board books, and new releases	62,410	40,000	60,000
	New collections: Library of Things, games, new arrivals, new languages	984	600	1,000
Enhance library services to reflect inclusion, diversity and accessibility	World language materials circulation	2,834	1,000	3000
	National Edge Assessment score for technology accessibility (out of 1000)	n/a*	n/a*	752

*Impacted by COVID-19 pandemic and allowed activities

Field House and Sports Recreation

The Sherwood Old Town Field House offers a large indoor arena featuring "Field Turf". The Field House hosts a wide array of activities including adult and youth soccer, softball, baseball and lacrosse. The Field House is also available for private rentals, birthday parties, pre- school play and sports clinics. The Recreation department is responsible for scheduling the use of all City and school district owned fields and gyms. The fields and gyms are primarily used by the youth sports leagues and are occasionally used for private rentals.

2020-21 Highlights

- The Field House was shut down on March 12th, 2020 due to the pandemic. This provided the opportunity to perform nonroutine maintenance including: deep clean the whole facility, repaint the floors and a deep clean of the turf.
- In July of 2020 the Sherwood School District ended the Inter-Governmental Agreement with the City of Sherwood for field /gym scheduling and field maintenance

2021-2022 Goals

- As the pandemic restrictions are lifted, start as many of the adult leagues back up (City-wide Goal– Livability)
- Maximize the use of open Field House time for rentals and or other community use. (City-wide Goal– Livability)
- Continue to rent the fields at Snyder park and continue to help residents find opportunities for recreation. (City-wide Goal– Livability)

Performance Measures (Projected for FY19-20 and FY20-21 reflect COVID-19 impacts)

Strategy	Measures	FY19 20 Actual	FY20 21 Projected	FY21 22 Projected
Provide quality recreational opportunities for health & fitness for Sherwood citizens	Number people served in the Fieldhouse	17,000	20,000	16,500
	Number of leagues per year in the Fieldhouse	18	20	16
	Number of sports leagues served	166	180	400
	Number of children participating in sports practice and games	4,500	4,300	900

*Impacted by COVID-19 pandemic and allowed activities

Events and Volunteers

The Events and Volunteers department is responsible for planning and implementing the volunteer program, issuing Special Event Permits, coordinating events such as Music on the Green, Movies in the Park, the Community Services Fair and the Veterans Day Ceremony.

2020-21 Highlights

- Maintained contact with volunteers throughout pandemic
- Coordinated virtual Veterans Day recognition program
- Coordinated various Eagle Scout projects, a modified Trashpalooza, Adopt a Road program and park clean ups
- Continued partnership with SOLVE for a modified Trashpalooza
- Maintained a fully leased community garden with waitlist

2021-22 Goals

- Develop Adopt a Park and Adopt A Trail program for Cedar Creek Trail (City-wide Goal– Livability)
- Secure presenting sponsors for Music on the Green and Movies in the Park (City-wide Goal – Economic Development; Livability)
- Increase attendance at community events (City-wide Goal– Livability)
- Implement and communicate effective safety measures to ensure readiness for a return to large events when allowed (City-wide Goals—Fiscal Responsibility; Citizen Engagement; Livability)

Performance Measures

Strategy	Measures	FY 19-20 Actual	FY 20-21 Projected	FY 21-22 Projected
Increase City-wide volunteer opportunities	Volunteer Hours	8,164	2400*	8,000*
Accommodate special events and festivals	Special Event Permits Issued	36	8*	20*
Increase attendance at City sponsored events	Attendance at Music on the Green	9,100	Cancelled*	900*
	Attendance at Movies in the Park	1,800	Cancelled*	600*

*Impacted by COVID-19 pandemic and allowed activities

Sherwood Center for the Arts

Sherwood Center for the Arts is the premier performance and event venue for Sherwood and the surrounding community. With vibrant year-round arts education, live events, gallery space, a theater that seats up to 420, and two classrooms/meeting rooms, this flexible, state-of-the-art community space is the heart of Old Town Sherwood. The Sherwood Center for the Arts exists to *inspire, educate, and enrich the Sherwood community through diverse activities that enhance the quality of life.*

2020-21 Highlights

- Continued the second year of ArtSmart Summer Camps, transforming the program to fit the OHA's new Summer Camp Guidance, working with 10 local teaching artists and partnering with four metro arts organizations to bring programs to 124 students
- Increased online engagement with online art exhibits, craft features, links to cultural performances, a live Open Mic Night, online classes/workshops, and weekly features
- Hosted American Red Cross Blood Drives, utilizing the parking lot and the main hall
- Successfully showcased small businesses and local artists through two in-person, outdoor Art Walks, and held an online Winter Art Walk/Holiday Market
- Transitioned several art exhibits online, and held limited in-person viewing hours

2021-22 Goals

- Finalize Sherwood Murals Plan (City-wide Goal— Citizen Engagement)
- Work with the Cultural Arts Commission and local entities to execute public art in the community in accordance with the Public Art Master Plan (City-wide Goal—Economic Development, Citizen Engagement, Livability)
- Optimize use of the building and increase space flexibility to continue to meet the needs of the community (City-wide Goal— Economic Development)
- Explore grant funding for place-making and public art, and continuing to work with the Friends of the SCA to increase support (City-wide Goal— Economic Development, Livability)

Performance Measures

Strategy	Measures	FY19-20 Actual	FY20-21 Projected	FY21-22 Projected
Increase participation and utilization of the Center for the Arts facility and programs	Number of registrations for classes, workshops or camps	1,376	360	1,400
	Number of days of usage	246	147	280
	Number of production rentals	17	9	12
	Number of facility rentals	65	56	100
	Number of attendees to free arts events	3,830	925	3,800
	Number of attendees to visiting events & rentals	22,841	6,100	15,000
	Number of tickets sold to Center for the Arts programs & events	1,542	200	1,900

Marjorie Stewart Center

The Marjorie Stewart Center opened in 1982 and was originally built utilizing a Community Development Block Grant and many hours of volunteer labor. The City has been awarded five subsequent Block Grants to expand and improve the facility. The Center features a commercial kitchen, a dining room that seats 125, 3 classrooms, Lounge/Library and a gift shop. The Marjorie Stewart Senior Community Center provides activities to nurture the health and wellbeing of the Sherwood senior community. In addition to serving delicious, fresh-cooked meals Monday through Friday, the center has a multitude of activities including games, classes, writing & painting groups, as well as providing social services and referrals to the community.

2020-21 Highlights

- Moved from a congregant meal program to a successful senior meal home delivery and pick-up model
- Provided a meal (lunch) 5 times a week; serving a total of 8,550 meals served
- Pivoted in-person programming to a diverse selection of online and call-in programs
- Facilitated the use of the Center to provide needed senior services during pandemic shutdown.
- Supported the establishment of the Sherwood Senior Advisory Council.

2021-22 Goals

- Increase participation in Meal program (City-wide Goal– Livability)
- Build hybrid in-person / Zoom model for programming (City-wide Goal– Livability)
- Diversity center offerings to be appealing to a wide section of age groups and experiences (City-wide Goal – Livability)

Performance Measures (Projected for FY19-20 and FY20-21 reflect COVID-19 impacts)

Strategy	Measures	FY19-20 Actual	FY20-21 Projected	FY21-22 Projected
Provide quality programs for Seniors. Provide a meal program for Seniors	Number of programs offered per month	104	60*	75*
	Number of Seniors served meals	8,015	8,550	9,550
Provide daily enriching activities	Number of attendees	8,545	1,112*	2,500*

*Projection based on a prolonged recovery from COVID 19 impact to programming.

Public Works

The Public Works Division is responsible for operation and maintenance activities of the City's infrastructure. Maintenance includes: water, sewer, stormwater, streets, parks, sport fields, facilities and fleet. Public Works provides critical services 24/7 to all residents.

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			Revenue			
321,000	447,761	337,560	Intergovernmental	20,183	20,183	-
12,155	7,718	26,425	Charges for Services	11,925	11,925	-
41,917	33,733	29,651	Fines, Interest, and Other	70,248	70,248	-
14,762	10,735	-	Transfers in & Other Sources	-	-	-
389,834	499,946	393,636	Total revenue	102,356	102,356	-
			Expenditures			
981,042	1,081,133	1,164,627	Personal services	1,305,049	1,305,049	-
984,542	830,406	1,182,172	Materials and services	327,596	327,596	-
565,436	586,653	587,817	Capital outlay	1,542,520	1,542,520	-
\$ 2,531,020	\$ 2,498,192	\$ 2,934,616	Total expenditures	\$ 3,175,165	\$ 3,175,165	\$ -

Fleet and Equipment

The Fleet Maintenance department maintains and repairs city vehicles and equipment with an emphasis on safety, cost effectiveness and dependability.

2020-21 Highlights

- Completed annual reporting requirements to the State
- Purchased 100% of budgeted equipment
- Spec'd and Purchased van for Broadband
- Outfitted two (2) police vehicles and one (1) Community Development vehicle
- Surplus vehicles and equipment scheduled in 2020/21
- Maintained three (3) Charge point Stations throughout City

2021-22 Goals

- Meet annual state requirements (City-wide Goal – Infrastructure)
- Produce detailed cost reports to each division for fleet costs (City-wide Goal – Fiscal Responsibility)
- Look at ways to improve sustainable practices (City-wide Goal – Community Livability)
- Minimize percentage of fleet vehicles or equipment that are out of service at any time (City-wide Goal – Infrastructure)
- Purchase and outfit one (1) police vehicles; spec and purchase 100% of budgeted equipment (City-wide Goal – Infrastructure)
- Spec and purchase Broadband equipment when additional crews are hired (City-wide Goal – Infrastructure)

Performance Measures

Strategy	Measures	FY19-20 Actual	FY20-21 Projected	FY21-22 Projected
Maintain City's fleet of vehicles and equipment at a high level of quality with minimal cost	Number of scheduled vehicle maintenance work orders	178	185	190
	Number of scheduled equipment maintenance work orders	73	85	95
	Total number of equipment work orders	454	361	390
	Total number of vehicle work orders	534	510	506
	Number of Generators maintained	6	6	6
	Total Amount of Fuel used City-wide	37,308	38,045	39,500

Facilities

The Facilities department is responsible for environmental health, safety, operations, maintenance, and repair of all city facilities.

2020-21 Highlights

- Completed annual reporting requirements to the State
- Completed weekly inspections of all City facilities, completed inspections of contracted work
- Replaced the roof at the Police Station
- Repaired HVAC unit in the Field House
- Installed bottle filling stations at the YMCA
- Replaced concrete at the Art Center
- Repaired the automatic blinds in the Library
- Updated sinks with new counter tops at City Hall (due to vandalism)
- Sealed floors in the PD public restrooms
- Purchased, built and installed a variety of safety equipment per COVID requirements
- Completed foundation repairs to Morback House
- Completed feasibility study for a Public Works facility
- Completed drainage project at Public Works facility
- Completed Senior Center roof and gutter replacement project
- Sanitized and deep-cleaned artificial turf field in Fieldhouse

2021-22 Goals

- Preventative Maintenance of HVAC Systems for City facilities (City-wide Goal – Infrastructure)
- Complete weekly inspections of all City facilities (City-wide Goal – Infrastructure)
- Set up and take down for all City meetings (City-wide Goal – Livability)
- Eye wash station at Public Works (City-wide Goal – Infrastructure)
- Update Facilities Asset plan (City-wide Goal – Infrastructure)
- Replace Civic Building roof (City-wide Goal – Infrastructure)

Performance Measures

Strategy	Measures	FY19-20 Actual	FY20-21 Projected	FY21-22 Projected
Provide attractive, clean, safe, and well maintained facilities for the public and City employees	Number of facility inspections per month	5	5	5
	Number of OSHA or safety violations reported	0	0	0
	Met requirements for meeting set-up and tear-down as requested	100%	100%	100%
	Number of insurance claims involving City facilities	0	0	0

Parks Maintenance

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

2020-21 Highlights

- Completed weekly playground inspections during peak season
- Completed trash pickup three times a week during peak usage
- Worked with contractors to ensure scope of work is followed per agreement
- Completed weekly mowing for parks and athletic fields (36 weeks out of the year)
- Seal Coat Trail #2, Seal Coat North Parking lot at Stella Olsen Park
- Installed sun-shade over sandbox at Woodhaven Park
- Resurfaced the basketball court at Snyder Park
- Secured playground areas due to COVID restrictions and placed signage throughout park
- Replaced two benches at Snyder Park playground area
- Sanitized and deep-cleaned artificial turf fields at Snyder Park
- Installed additional holiday street tree lighting for downtown streets

2021-22 Goals

- Provide weekly playground inspections (City-wide Goal – Infrastructure)
- Provide weekly mowing at parks, athletic fields (City-wide Goal – Infrastructure)
- Provide 7-day/week staffing during peak season (City-wide Goal – Infrastructure)
- Maintain all City parks and a variety of open spaces (City-wide Goal – Livability)
- Snyder Baseball field irrigation upgrade (City-wide Goal – Infrastructure)
- Replace Park benches per asset plan (City-wide Goal – Infrastructure)
- Replace holiday decorations (City-wide Goal – Livability)
- Replace scoreboard at Snyder Park (City-wide Goal – Infrastructure)
- Repair and resurface trails per asset plan (City-wide Goal – Livability)
- Replace water feature pump at Snyder Park (City-wide Goal – Infrastructure)

Performance Measures

Strategy	Measures	FY19-20 Actual	FY20-21 Projected	FY21-22 Projected
Support and maintain parks, recreation land, and natural areas	Developed park acres	57.41	61.56	61.56
	Restrooms cleaned daily	10	10*	10
	Number of park reservations	129	0	65
	Number of sports fields maintained (multi use)	24	24**	3
	Number of playgrounds inspected weekly during peak season	9	9	9

Transient Lodging Tax (TLT)

The Transient Lodging Tax Fund is a special revenue fund used to account for the tax charged to anyone occupying a hotel, motel, dwelling unit used for temporary overnight occupancy or recreational vehicle spaces for 30 consecutive calendar days or less. This tax has been in existence since 1972. On July 1, 2006, the tax was increased to 9% and on April 1, 2019, a local TLT was imposed of 3%. A minimum of 70% of net revenue from County and Local TLT receipts must be used for the promotion of tourism; the remaining 30% can be used for any purpose.

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			RESOURCES			
\$ 1,687	\$ 5,743	\$ 9,932	Beginning fund balance	\$ 62,716	\$ 62,716	\$ 62,716
			Revenue			
3,972	4,016	51,993	Intergovernmental	62,400	62,400	-
85	173	435	Fines, interest and other	475	475	-
4,056	4,189	52,428	Total revenue	62,875	62,875	-
5,743	9,932	62,360	Total resources	125,591	125,591	62,716
			REQUIREMENTS			
			Expenditures			
			Materials and services			
-	0	-	Other purchased services	-	-	-
-	0	-	Total materials & services	-	-	-
-	0	-	Total expenditures	-	-	-
5,743	9,932	-	Ending Fund Balance	-	-	-
-	-	-	Contingency	-	-	-
-	-	62,360	Reserved for Future Years	125,591	125,591	62,716
\$ 5,743	\$ 9,932	\$ 62,360	Total requirements	\$ 125,591	\$ 125,591	\$ 62,716

2021-22 Goals

- Continue to accumulate revenue from Transient Lodging Tax.

Performance Measures

At this time the fund is only accumulating a balance, until there is enough money built up to fund projects. Once it reaches this level, performance measures will be put into place. With the opening of the City's first hotel in the summer of 2020, the City has begun collecting revenue more quickly than in prior years.

Grants

The Grants Fund is a special revenue fund used to account for Federal, State, and Local grants. Funds received must be used only in accordance with the grant agreement(s). For the current fiscal year, the only grant-funded programs were the Metro Community Enhancement Program (CEP) and the American Rescue Plan (ARP).

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
RESOURCES						
\$ 42,564	\$ 66,516	\$ 48,816	Beginning fund balance	\$ 2,055,638	\$ 2,055,638	\$ 2,055,638
			Revenue			
92,028	82,055	74,000	Intergovernmental	2,098,007	2,098,007	-
473	100	65	Fines, interest and other	7,500	7,500	-
92,501	82,155	74,065	Total revenue	2,105,507	2,105,507	-
135,065	148,671	122,881	Total resources	4,161,145	4,161,145	2,055,638
REQUIREMENTS						
			Expenditures			
			Materials and services			
68,229	99,175	92,581	Professional & technical	82,339	82,339	-
-	0	-	Other purchased services	-	-	-
320	-	-	Supplies	-	-	-
-	680	-	Community activities	-	-	-
68,549	99,855	92,581	Total materials & services	82,339	82,339	-
68,549	99,855	92,581	Total expenditures	82,339	82,339	-
			Other uses			
-	-	4,629	Transfers out	4,117	4,117	-
-	-	4,629	Total other uses	4,117	4,117	-
66,516	48,816	-	Ending Fund Balance	-	-	-
-	-	4,510	Contingency	105,275	105,275	-
-	-	21,161	Reserved for Future Years	3,969,413	3,969,413	2,055,638
\$ 135,065	\$ 148,671	\$ 122,881	Total requirements	\$ 4,161,145	\$ 4,161,145	\$ 2,055,638

2020-21 Highlights

- Awarded funds to community applicants totaling \$92,581
- Updated program materials for clarity and consistency in accordance with Metro's guidelines

2021-22 Goals

- Provide opportunities to groups who haven't learned about the program yet

Performance Measures

Strategy	Measures	FY19-20 Actual	FY20-21 Actual	FY21-22 Projected
Increase awareness to potential grant recipients.	Number of applications	19	12	15

Budget Detail

Debt Service Fund

Debt Service Fund

The Debt Service fund accounts for property tax revenues levied for payment of general obligation bonds. Payments on long-term debt other than general obligation bonds are accounted for in the funds responsible for paying the debt. The final payment on the City's general obligation bonds occurred in FY2020-21.

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
RESOURCES						
\$ 38,176	\$ 67,655	\$ 75,664	Beginning fund balance	\$ 76,477	\$ 76,477	\$ 76,477
			Revenue			
297,944	277,253	283,815	Taxes	-	-	-
1,010	1,457	1,160	Fines, interest and other	700	700	-
298,954	278,710	284,975	Total revenue	700	700	-
337,130	346,364	360,639	Total resources	77,177	77,177	76,477
UNALLOCATED REQUIREMENTS						
			Debt service			
245,000	255,000	265,000	Principal - 2011 Police Ref GO	-	-	-
24,475	15,700	5,300	Interest - 2011 Police Ref GO	-	-	-
269,475	270,700	270,300	Total debt service	-	-	-
67,655	75,664	90,339	Ending Fund Balance	-	-	-
-	-	-	Reserved for Future Years	77,177	77,177	76,477
\$ 337,130	\$ 346,364	\$ 360,639	Total requirements	\$ 77,177	\$ 77,177	\$ 76,477

Budget Detail

Street Operations Fund

Street Operations Fund

The Street Operations fund is responsible for the repair and maintenance of over 55 miles of transportation system, which includes paved streets, sidewalks, signals, streetlights, signs and markings.

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
RESOURCES						
\$ 2,083,695	\$ 2,518,669	\$ 2,805,943	Beginning fund balance	\$ 2,561,404	\$ 2,561,404	\$ 2,561,404
			Revenue			
1,821,288	1,693,857	1,991,302	Intergovernmental	1,903,078	1,903,078	-
648,411	659,356	669,700	Charges for services	697,581	697,581	-
55,318	54,636	38,838	Fines, interest and other	28,000	28,000	-
2,525,017	2,407,848	2,699,840	Total revenue	2,628,659	2,628,659	-
4,608,712	4,926,517	5,505,783	Total resources	5,190,063	5,190,063	2,561,404
REQUIREMENTS						
			Expenditures			
			Personal services			
237,814	255,727	346,561	Salaries and wages	355,804	355,804	-
23,833	20,844	33,606	Payroll taxes	34,886	34,886	-
111,543	123,486	158,158	Benefits	166,458	166,458	-
373,190	400,057	538,325	Total personal services	557,148	557,148	-
			Materials and services			
75,155	63,237	116,186	Professional & technical	107,200	107,200	-
918,669	608,730	790,230	Facility and equipment	813,841	813,841	-
33,258	26,815	31,203	Other purchased services	29,693	29,693	-
26,855	88,435	73,700	Supplies	84,200	84,200	-
2,985	5,985	7,500	Minor equipment	11,000	11,000	-
204,551	177,316	239,130	Cost Allocation	386,324	386,324	-
1,261,474	970,518	1,257,949	Total materials & services	1,432,258	1,432,258	-
			Capital outlay			
445,649	-	461,256	Infrastructure	-	-	-
9,730	-	-	Furniture and equipment	-	-	-
455,379	-	461,256	Total capital outlay	-	-	-
2,090,043	1,370,575	2,257,530	Total expenditures	1,989,406	1,989,406	-
			Other uses			
-	750,000	600,000	Transfers out	-	-	-
-	750,000	600,000	Total other uses	-	-	-
2,518,669	2,805,943	-	Ending Fund Balance	-	-	-
-	-	134,992	Contingency	131,433	131,433	-
-	-	183,319	Reserved for Future Years - Maint.	169,048	169,048	169,048
-	-	2,329,942	Reserved for Future Years	2,900,175	2,900,175	2,392,356
\$ 4,608,712	\$ 4,926,517	\$ 5,505,783	Total requirements	\$ 5,190,063	\$ 5,190,063	\$ 2,561,404

Street Operations

The Street Operations fund is responsible for the repair and maintenance of over 55 miles of transportation system which includes paved streets, sidewalks, signals, streetlights, signs and markings.

2020-21 Highlights

- Responded to storm events
- Completed landscape right-of-way maintenance
- Continued street sign reflectivity program
- Completed Pavement Management Program projects/slurry seal/crack sealing
- Continue implementation of ADA ramp program
- Completed inspection of all contract work
- Continued the Sidewalk program; completed 757 sidewalk deficiencies, 711 shaves and 46 replacements
- Continued Tree Trimming program
- Updated Pavement Condition Index (PCI)for streets

2021-22 Goals

- Pavement Management Program projects/slurry seal (City-wide Goal – Infrastructure)
- Continue reflectivity of City’s street signs program (City-wide Goal – Infrastructure)
- Sidewalk Replacement Program (City-wide Goal – Infrastructure)
- Continue implementation of ADA ramp program (City-wide Goal – Livability)
- Paint 25% of light poles and bollards in Old Town

Performance Measures

Strategy	Measures	FY19-20 Actual	FY20-21 Projected	FY21-22 Projected
Maintain roads and right-of-way to the highest quality standard	City-wide average PCI rating	84	83	83
	Number of street segments	789	793	820
	Number of street segments reconstructed	7	7	2
	Number of street segments slurry sealed	51	32	32
	Number of street segments cracks sealed	131	169	90
Maintain street signage and striping for safety	Number of signs updated/replaced	110	100	100
	Number of lane miles restriped	15.37	15.37	13.6
	Number of thermo-plastic street legends installed or replaced	51	80	60
	Street Signs	2,163	2,247	2,350

FY2021-22 Street Capital Projects

- TEA East-West Collector
- Edy Rd/Elwert Intersection Improvements
- Arrow Street Construction
- Traffic Calming
- Oregon Street Improvements

For a complete description of these projects, refer to the Debt Service & CIP Section

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			RESOURCES			
\$ 4,643,557	\$ 5,087,978	\$ 6,149,317	Beginning fund balance	\$ 3,571,494	\$ 3,571,494	\$ 3,571,494
			Revenue			
57,875	58,631	59,000	Charges for services	58,500	58,500	-
536,256	1,839,099	745,334	Infrastructure development	625,000	625,000	-
122,360	128,289	101,000	Fines, interest and other	48,000	48,000	-
716,491	2,026,019	905,334	Total revenue	731,500	731,500	-
			Other sources			
-	750,000	600,000	Transfers in	-	-	-
-	750,000	600,000	Total other sources	-	-	-
5,360,048	7,863,997	7,654,651	Total resources	4,302,994	4,302,994	3,571,494
			REQUIREMENTS			
			Expenditures			
			Personal services			
46,132	61,008	51,539	Salaries and wages	72,263	72,263	-
3,986	5,016	4,401	Payroll taxes	6,412	6,412	-
20,396	30,902	25,178	Benefits	33,016	33,016	-
70,514	96,926	81,118	Total personal services	111,691	111,691	-
			Materials and services			
11,807	158,575	-	Professional & technical	-	-	-
-	645,401	-	Facility and equipment	-	-	-
377	1,599	-	Other purchased services	-	-	-
54,657	81,351	57,259	Cost Allocation	69,266	69,266	-
66,840	886,926	57,259	Total materials & services	69,266	69,266	-
			Capital outlay			
30,800	624,000	2,354,736	Infrastructure	3,178,673	3,178,673	-
30,800	624,000	2,354,736	Total capital outlay	3,178,673	3,178,673	-
168,154	1,607,852	2,493,113	Total expenditures	3,359,630	3,359,630	-
			Other uses			
103,916	106,827	200,000	Transfers out	875,000	875,000	-
103,916	106,827	200,000	Total other uses	875,000	875,000	-
5,087,978	6,149,318	-	Ending Fund Balance	-	-	-
-	-	4,961,538	Reserved for Future Years	68,364	68,364	3,571,494
\$ 5,360,048	\$ 7,863,997	\$ 7,654,651	Total requirements	\$ 4,302,994	\$ 4,302,994	\$ 3,571,494

FY2021-22 General Construction Projects

- Cedar Creek Trail
 - Segment 8
 - Segment 9A
 - Segment 9B
- Ice-Age Tonquin Trail Way Finding Signage project
- 99W Pedestrian Bridge
- Festival Plaza

For a complete description of these projects, refer to Debt Service & CIP section

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
\$ 1,264,684	\$ 1,311,418	\$ 1,578,428	RESOURCES			
			Beginning fund balance	\$ 1,976,366	\$ 1,976,366	\$ 1,976,366
			Revenue			
35,294	32,628	31,000	Franchise Fees	30,000	30,000	-
201,429	151,713	-	Intergovernmental	-	-	-
18,456	16,455	22,000	Charges for services	55,000	55,000	-
325,389	254,043	250,000	Infrastructure development	260,000	260,000	-
34,487	29,526	23,700	Fines, interest and other	14,500	14,500	-
615,055	484,365	326,700	Total revenue	359,500	359,500	-
			Other sources			
103,916	106,827	200,000	Transfers in	875,000	875,000	-
103,916	106,827	200,000	Total other sources	875,000	875,000	-
1,983,655	1,902,610	2,105,128	Total resources	3,210,866	3,210,866	1,976,366
			REQUIREMENTS			
			Expenditures			
			Personal services			
32,503	23,335	32,696	Salaries and wages	59,059	59,059	-
2,847	1,894	2,777	Payroll taxes	5,145	5,145	-
16,755	13,270	16,168	Benefits	27,926	27,926	-
52,105	38,499	51,641	Total personal services	92,130	92,130	-
			Materials and services			
40,632	50,893	59,683	Professional & technical	-	-	-
3,984	32,908	-	Other purchased services	-	-	-
13,590	46	-	Supplies	-	-	-
863	-	-	Minor equipment	-	-	-
32,740	-	-	Other materials & services	-	-	-
36,875	30,102	33,585	Cost Allocation	59,110	59,110	-
128,685	113,950	93,268	Total materials & services	59,110	59,110	-
			Capital outlay			
491,447	156,995	410,619	Infrastructure	1,644,176	1,644,176	-
-	14,738	-	Furniture and equipment	-	-	-
491,447	171,733	410,619	Total capital outlay	1,644,176	1,644,176	-
672,237	324,182	555,528	Total expenditures	1,795,416	1,795,416	-
1,311,418	1,578,429	-	Ending Fund Balance	-	-	-
-	-	1,549,600	Reserved for Future Years	1,415,450	1,415,450	1,976,366
\$ 1,983,655	\$ 1,902,610	\$ 2,105,128	Total requirements	\$ 3,210,866	\$ 3,210,866	\$ 1,976,366

Budget Detail

Water Fund in Total

Water Fund in Total

The Water fund consists of two programs: operations and capital. The operations program is responsible for ongoing maintenance of the water utility. The capital program is responsible for construction of water infrastructure.

2018-19 Actual	2019-20 Actual (Restated)	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			RESOURCES			
\$ 12,372,608	\$ 14,023,108	\$ 15,537,148	Beginning fund balance	\$ 15,839,311	\$ 15,839,311	\$ 15,839,311
			Revenue			
731	-	-	Licenses and permits	-	-	-
6,077,938	5,788,867	5,547,393	Charges for services	5,967,153	5,967,153	-
606,364	400,291	466,666	Infrastructure development	530,000	530,000	-
370,734	332,183	218,100	Fines, interest and other	146,500	146,500	-
7,055,767	6,521,341	6,232,159	Total revenue	6,643,653	6,643,653	-
19,428,375	20,544,449	21,769,307	Total resources	22,482,964	22,482,964	15,839,311
			REQUIREMENTS			
			Expenditures			
			Personal services			
446,126	479,253	485,439	Salaries and wages	563,851	563,851	-
42,271	39,552	47,305	Payroll taxes	53,895	53,895	-
179,406	221,048	209,987	Benefits	237,983	237,983	-
667,802	739,853	742,731	Total personal services	855,729	855,729	-
			Materials and services			
385,328	117,028	216,595	Professional & technical	155,300	155,300	-
1,318,199	1,213,238	1,617,771	Facility and equipment	1,687,532	1,687,532	-
425,660	446,307	479,945	Other purchased services	550,859	550,859	-
96,424	91,970	135,300	Supplies	153,700	153,700	-
917	860	5,500	Minor equipment	14,500	14,500	-
323,698	316,151	327,775	Cost Allocation	323,963	323,963	-
2,550,226	2,185,555	2,782,886	Total materials & services	2,885,854	2,885,854	-
			Capital outlay			
216,826	320,611	7,035,001	Infrastructure	11,953,596	11,953,596	-
216,826	320,611	7,035,001	Total capital outlay	11,953,596	11,953,596	-
3,434,854	3,246,019	10,560,618	Total expenditures	15,695,179	15,695,179	-
			Debt service			
1,034,000	1,068,000	1,102,000	Principal	1,081,000	1,081,000	-
724,681	693,281	661,759	Interest	496,686	496,686	-
-	-	-	Issuance costs	-	-	-
1,758,681	1,761,281	1,763,759	Total debt service	1,577,686	1,577,686	-
14,234,839	15,537,149	-	Ending Fund Balance	-	-	-
-	-	280,695	Contingency	302,233	302,233	-
-	-	175,661	Reserved for Future Years - Fleet	205,661	205,661	205,661
-	-	7,900,144	Reserved for Future Years - Ops	8,510,834	8,510,834	8,174,262
-	-	1,088,430	Reserved for Future Years - Cap	(3,808,630)	(3,808,630)	7,459,388
\$ 19,428,375	\$ 20,544,449	\$ 21,769,307	Total requirements	\$ 22,482,964	\$ 22,482,964	\$ 15,839,311

Budget Detail

Water Operations

Water Operations

2018-19 Actual	2019-20 Actual (Restated)	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			RESOURCES			
\$ 6,207,310	\$ 6,741,733	\$ 7,998,860	Beginning fund balance	\$ 8,379,923	\$ 8,379,923	\$ 8,379,923
			Revenue			
731	-	-	Licenses and permits	-	-	-
5,227,938	4,938,867	5,497,393	Charges for services	5,967,153	5,967,153	-
2,789	-	-	Infrastructure development	-	-	-
206,911	176,421	116,500	Fines, interest and other	77,500	77,500	-
5,438,369	5,115,288	5,613,893	Total revenue	6,044,653	6,044,653	-
11,645,679	11,857,021	13,612,753	Total resources	14,424,576	14,424,576	8,379,923
			REQUIREMENTS			
			Expenditures			
			Personal services			
444,790	477,705	469,154	Salaries and wages	531,637	531,637	-
42,160	39,424	45,763	Payroll taxes	50,999	50,999	-
178,815	220,119	203,364	Benefits	223,136	223,136	-
665,765	737,248	718,281	Total personal services	805,772	805,772	-
			Materials and services			
98,747	40,683	216,595	Professional & technical	155,300	155,300	-
1,318,199	1,213,238	1,617,771	Facility and equipment	1,687,532	1,687,532	-
425,660	446,307	479,945	Other purchased services	550,859	550,859	-
96,424	91,970	135,300	Supplies	153,700	153,700	-
917	860	5,500	Minor equipment	14,500	14,500	-
322,289	313,990	319,102	Cost Allocation	306,498	306,498	-
2,262,236	2,107,049	2,774,213	Total materials & services	2,868,389	2,868,389	-
			Capital outlay			
5,532	143,377	-	Infrastructure	154,000	154,000	-
5,532	143,377	-	Total capital outlay	154,000	154,000	-
2,933,533	2,987,674	3,492,494	Total expenditures	3,828,161	3,828,161	-
			Debt service			
1,034,000	1,068,000	1,102,000	Principal	1,081,000	1,081,000	-
724,681	693,281	661,759	Interest	496,686	496,686	-
-	-	-	Issuance costs	-	-	-
1,758,681	1,761,281	1,763,759	Total debt service	1,577,686	1,577,686	-
6,953,465	7,108,066	-	Ending Fund Balance	-	-	-
-	-	280,695	Contingency	302,233	302,233	-
-	-	175,661	Reserved for Future Years - Fleet	205,661	205,661	205,661
-	-	7,900,144	Reserved for Future Years	8,510,834	8,510,834	8,174,262
\$ 11,645,679	\$ 11,857,021	\$ 13,612,753	Total requirements	\$ 14,424,576	\$ 14,424,576	\$ 8,379,923

Water Operations

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

2020-21 Highlights

- Completed annual reporting requirements to the State
- Coordinated and managed testing of all 3,046 active backflow assemblies
- Completed AWIA-Risk and Resilience Assessment
- Completed hydrant maintenance program (1/2 of system)
- Completed Uni-Directional flushing program
- Completed meter replacements per Water Management Conservation Plan
- Completed meter testing of 2" and larger meters
- Responded to three (3) water main break emergencies
- Replaced 150 feet of 8" water line on Pine Street

2021-22 Goals

- Implement recommended CIP Program (City-wide Goal – Infrastructure)
- Perform preventative maintenance on half of public fire hydrants (City-wide Goal – Infrastructure)
- Provide Uni-Directional flushing program (City-wide Goal – Infrastructure)
- All Backflow Assemblies tested annually (City-wide Goal – Infrastructure)
- Complete AWIA-Emergency Response Plan (City-wide Goal – Infrastructure)
- Complete meter maintenance program (City-wide Goal – Infrastructure)

Performance Measures

Strategy	Measures	FY19-20 Actual	FY20-21 Projected	FY21-22 Projected
Provide clean and safe water via an efficiently maintained and operated water system	Million gallons of water used City-wide annually	650.4	700	700
	Million gallons of water flushed to maintain water quality	1.4	1.4	1.5
	Miles of water lines maintained	83.8	83.8	86
	Active service connections	6,126	6,160	6,250
	Number of water quality samples taken annually	298	300	300
Assure back flow prevention program is current and meets all requirements	Number of backflow systems installed	2,974	3,046	3,200
	Percentage of backflow systems tested	96%	100%	100%

FY2021-22 Water Capital Projects

- Willamette River Water Treatment Plant 20.0 mgd Expansion
- TVWD Capacity Improvements 6.2 to 9.7 mgd
- WGG Capacity Improvements to 6.2 mgd
- Routine Water Replacement Program
- AWIA Risk and Resiliency Assessment
- AWIA – Sherwood Water System
- Resiliency Improvement-Piping Oregon Street backbone
- Tualatin-Sherwood Road County Conflict Improvements

For a complete description of these projects, refer to Debt Service & CIP section.

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
\$ 6,165,302	\$ 7,281,379	\$ 7,538,288	RESOURCES			
			Beginning fund balance	\$ 7,459,388	\$ 7,459,388	\$ 7,459,388
			Revenue			
850,000	850,000	50,000	Charges for services	-	-	-
603,575	400,291	466,666	Infrastructure development	530,000	530,000	-
163,822	155,761	101,600	Fines, interest and other	69,000	69,000	-
1,617,398	1,406,053	618,266	Total revenue	599,000	599,000	-
7,782,700	8,687,432	8,156,554	Total resources	8,058,388	8,058,388	7,459,388
			REQUIREMENTS			
			Expenditures			
			Personal services			
1,336	1,548	16,285	Salaries and wages	32,214	32,214	-
110	128	1,542	Payroll taxes	2,896	2,896	-
591	929	6,623	Benefits	14,847	14,847	-
2,037	2,605	24,450	Total personal services	49,957	49,957	-
			Materials and services			
286,581	76,344	-	Professional & technical	-	-	-
1,409	2,161	8,673	Cost Allocation	17,465	17,465	-
287,991	78,506	8,673	Total materials & services	17,465	17,465	-
			Capital outlay			
211,293	177,234	7,035,001	Infrastructure	11,799,596	11,799,596	-
211,293	177,234	7,035,001	Total capital outlay	11,799,596	11,799,596	-
501,321	258,345	7,068,124	Total expenditures	11,867,018	11,867,018	-
7,281,379	8,429,087	-	Ending Fund Balance	-	-	-
-	-	1,088,430	Reserved for Future Years	(3,808,630)	(3,808,630)	7,459,388
\$ 7,782,700	\$ 8,687,432	\$ 8,156,554	Total requirements	\$ 8,058,388	\$ 8,058,388	\$ 7,459,388

Budget Detail

Sanitary Fund in Total

Sanitary Fund in Total

The Sanitary fund consists of two programs: operations and capital. The operations program is responsible for ongoing maintenance of the sanitary utility. The capital program is responsible for construction of sanitary infrastructure.

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
\$ 3,005,317	\$ 3,204,218	\$ 3,485,260	RESOURCES			
			Beginning fund balance	\$ 2,211,728	\$ 2,211,728	\$ 2,211,728
			Revenue			
2,014	453,910	1,700	Intergovernmental	1,900	1,951,900	-
724,723	727,464	728,150	Charges for services	749,651	749,651	-
172,729	52,382	55,701	Infrastructure development	45,900	45,900	-
88,141	76,769	52,758	Fines, interest and other	26,139	26,139	-
987,607	1,310,525	838,309	Total revenue	823,590	2,773,590	-
3,992,924	4,514,743	4,323,569	Total resources	3,035,318	4,985,318	2,211,728
			REQUIREMENTS			
			Expenditures			
			Personal services			
205,188	199,984	245,031	Salaries and wages	231,802	231,802	-
20,140	16,489	23,804	Payroll taxes	22,717	22,717	-
76,818	89,728	104,145	Benefits	104,008	104,008	-
302,145	306,201	372,980	Total personal services	358,527	358,527	-
			Materials and services			
20,774	17,627	151,861	Professional & technical	100,600	100,600	-
3,933	1,155	3,063	Facility and equipment	2,461	2,461	-
104,250	106,930	110,375	Other purchased services	114,342	114,342	-
12,360	9,083	15,250	Supplies	17,000	17,000	-
2,497	(721)	11,500	Minor equipment	8,500	8,500	-
219,787	197,416	252,882	Cost Allocation	325,158	325,158	-
363,602	331,490	544,931	Total materials & services	568,061	568,061	-
			Capital outlay			
106,085	391,794	2,590,004	Infrastructure	2,291,174	2,291,174	-
16,875	-	-	Furniture and equipment	-	-	-
122,960	391,794	2,590,004	Total capital outlay	2,291,174	2,291,174	-
788,707	1,029,485	3,507,915	Total expenditures	3,217,762	3,217,762	-
3,204,218	3,485,260	-	Ending Fund Balance	-	-	-
-	-	37,293	Contingency	38,135	38,135	-
-	-	195,510	Reserved for Future Years - Fleet	225,510	225,510	225,510
-	-	442,680	Reserved for Future Years - Ops	372,823	372,823	645,508
-	-	140,172	Reserved for Future Years - Cap	(818,912)	1,131,088	1,340,710
\$ 3,992,924	\$ 4,514,743	\$ 4,323,569	Total requirements	\$ 3,035,318	\$ 4,985,318	\$ 2,211,728

Budget Detail

Sanitary Operations

Sanitary Operations

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			RESOURCES			
\$ 920,400	\$ 852,780	\$ 822,850	Beginning fund balance	\$ 871,018	\$ 871,018	\$ 871,018
			Revenue			
2,014	2,203	1,700	Intergovernmental	1,900	1,900	-
602,723	727,464	728,150	Charges for services	749,651	749,651	-
25,740	20,820	16,000	Fines, interest and other	11,139	11,139	-
630,477	750,487	745,850	Total revenue	762,690	762,690	-
1,550,877	1,603,267	1,568,700	Total resources	1,633,708	1,633,708	871,018
			REQUIREMENTS			
			Expenditures			
			Personal services			
187,023	168,964	197,779	Salaries and wages	199,608	199,608	-
18,645	13,934	19,763	Payroll taxes	19,900	19,900	-
69,814	76,297	83,467	Benefits	89,494	89,494	-
275,483	259,195	301,009	Total personal services	309,002	309,002	-
			Materials and services			
20,771	17,627	131,861	Professional & technical	100,600	100,600	-
3,933	1,155	3,063	Facility and equipment	2,461	2,461	-
104,134	106,872	110,375	Other purchased services	114,342	114,342	-
12,360	9,083	15,250	Supplies	17,000	17,000	-
2,497	(721)	11,500	Minor equipment	8,500	8,500	-
199,540	158,345	200,986	Cost Allocation	293,161	293,161	-
343,236	292,361	473,035	Total materials & services	536,064	536,064	-
			Capital outlay			
62,504	-	119,174	Infrastructure	152,174	152,174	-
16,875	-	-	Furniture and equipment	-	-	-
79,379	-	119,174	Total capital outlay	152,174	152,174	-
698,097	551,556	893,218	Total expenditures	997,240	997,240	-
852,780	1,051,711	-	Ending Fund Balance	-	-	-
-	-	37,293	Contingency	38,135	38,135	-
-	-	195,510	Reserved for Future Years - Fleet	225,510	225,510	225,510
-	-	442,680	Reserved for Future Years	372,823	372,823	645,508
\$ 1,550,877	\$ 1,603,267	\$ 1,568,700	Total requirements	\$ 1,633,708	\$ 1,633,708	\$ 871,018

Sanitary Operations

The Sanitary Operations program manages and operates over 60 miles of pipe ranging in size from 6"-21" in the wastewater collection system in the city limits of Sherwood. The Sanitary Operations program maintains and operates a safe and reliable wastewater collection system that protects public health, protects the environment, and meets or exceeds all regulatory standards.

2020-21 Highlights

- Met all required CWS performance measures
- Cleaned 80,336 feet of sanitary main lines, 1/4 of our Sanitary System
- Videoed 40,168 feet of sanitary main lines, 1/8 of our Sanitary System
- Completed brushing and posting program
- Completed annual inspections at City businesses to ensure Fat Oil and Grease (FOG) compliance
- Provide semi-annual cleaning of sanitary sewer mainlines which are inherent to FOG from our food establishments

2021-22 Goals

- Meet CWS performance measures (City-wide Goal – Infrastructure)
- Continue to increase public awareness of FOG (City-wide Goal – Infrastructure)
- No sanitary sewer overflows (City-wide Goal – Infrastructure)

Performance Measures

Strategy	Measures	FY19-20 Actual	FY20-21 Projected	FY 21-22 Projected
Scheduled maintenance of wastewater infrastructure	Total feet of sanitary lines	319,955	321,346	323,000
	Percentage of lines cleaned	40%	25%	25%
	Percentage of lines video inspected	21%	13%	13%
	Number of overflows or backups	0	1	0
	Percentage of businesses inspected and in compliance with City's FOG Program	100%	100%	100%
	Percentage of manholes inspected	24%	12.5%	12.5%

FY2021-22 Sanitary Capital Projects

- Rock Creek Trunk Capacity Upgrade, Phase I
- Old Town Mid-Block Sanitary Sewer Point Repair
- Brookman Area Conveyance Extension

For a complete description of these projects, refer to Debt Service & CIP section.

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			RESOURCES			
\$ 2,084,918	\$ 2,351,438	\$ 2,662,410	Beginning fund balance	\$ 1,340,710	\$ 1,340,710	\$ 1,340,710
-	451,706	-	Revenue			
122,000	-	-	Intergovernmental	-	1,950,000	-
172,729	52,382	55,701	Charges for services	-	-	-
62,401	55,949	36,758	Infrastructure development	45,900	45,900	-
357,130	560,038	92,459	Fines, interest and other	15,000	15,000	-
			Total revenue	60,900	2,010,900	-
2,442,048	2,911,476	2,754,869	Total resources	1,401,610	3,351,610	1,340,710
			REQUIREMENTS			
			Expenditures			
			Personal services			
18,164	31,019	47,252	Salaries and wages	32,194	32,194	-
1,495	2,555	4,041	Payroll taxes	2,817	2,817	-
7,003	13,432	20,678	Benefits	14,514	14,514	-
26,662	47,006	71,971	Total personal services	49,525	49,525	-
			Materials and services			
-	-	20,000	Professional & technical	-	-	-
116	58	-	Other purchased services	-	-	-
20,251	39,071	51,896	Cost Allocation	31,997	31,997	-
20,367	39,129	71,896	Total materials & services	31,997	31,997	-
			Capital outlay			
43,581	391,794	2,470,830	Infrastructure	2,139,000	2,139,000	-
43,581	391,794	2,470,830	Total capital outlay	2,139,000	2,139,000	-
90,611	477,929	2,614,697	Total expenditures	2,220,522	2,220,522	-
2,351,438	2,433,547	-	Ending Fund Balance	-	-	-
-	-	140,172	Reserved for Future Years	(818,912)	1,131,088	1,340,710
\$ 2,442,048	\$ 2,911,476	\$ 2,754,869	Total requirements	\$ 1,401,610	\$ 3,351,610	\$ 1,340,710

Budget Detail

Stormwater Fund in Total

Stormwater Fund in Total

The Stormwater fund consists of two programs: operations and capital. The operations program is responsible for ongoing maintenance of the stormwater utility. The capital program is responsible for construction of stormwater infrastructure.

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			RESOURCES			
\$ 4,489,276	\$ 5,261,463	\$ 5,948,518	Beginning fund balance	\$ 5,869,959	\$ 5,869,959	\$ 5,869,959
			Revenue			
1,966,615	2,007,067	2,060,782	Charges for services	2,055,153	2,055,153	-
54,303	37,490	38,986	Infrastructure development	31,500	31,500	-
121,800	124,001	93,025	Fines, interest and other	49,500	49,500	-
2,142,718	2,168,558	2,192,793	Total revenue	2,136,153	2,136,153	-
			Other sources			
-	16,700	-	Sale of fixed assets	-	-	-
-	16,700	-	Total other sources	-	-	-
6,631,994	7,446,721	8,141,311	Total resources	8,006,112	8,006,112	5,869,959
			REQUIREMENTS			
			Expenditures			
			Personal services			
327,710	372,844	400,761	Salaries and wages	458,769	458,769	-
36,536	28,761	40,180	Payroll taxes	46,151	46,151	-
121,228	147,760	163,943	Benefits	171,708	171,708	-
485,474	549,364	604,884	Total personal services	676,628	676,628	-
			Materials and services			
84,234	87,502	169,524	Professional & technical	96,450	96,450	-
13,155	15,758	53,115	Facility and equipment	46,797	46,797	-
129,123	137,736	147,555	Other purchased services	151,057	151,057	-
97,355	65,935	55,100	Supplies	51,700	51,700	-
3,084	(721)	13,500	Minor equipment	11,500	11,500	-
249,914	417,481	404,750	Cost Allocation	459,380	459,380	-
576,867	723,691	843,544	Total materials & services	816,884	816,884	-
			Capital outlay			
291,316	225,147	1,828,653	Infrastructure	1,145,000	1,145,000	-
16,875	-	-	Furniture and equipment	-	-	-
308,191	225,147	1,828,653	Total capital outlay	1,145,000	1,145,000	-
1,370,532	1,498,203	3,277,081	Total expenditures	2,638,512	2,638,512	-
5,261,463	5,948,518	-	Ending Fund Balance	-	-	-
-	-	86,089	Contingency	84,508	84,508	-
-	-	-	Reserved for Future Years - Fleet	-	-	-
-	-	4,056,433	Reserved for Future Years - Ops	4,325,834	4,325,834	4,173,579
-	-	721,708	Reserved for Future Years - Cap	957,259	957,259	1,696,380
\$ 6,631,994	\$ 7,446,721	\$ 8,141,311	Total requirements	\$ 8,006,112	\$ 8,006,112	\$ 5,869,959

Budget Detail

Stormwater Operations

Stormwater Operations

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
\$ 3,323,061	\$ 3,633,837	\$ 3,855,063	RESOURCES			
			Beginning fund balance	\$ 4,173,579	\$ 4,173,579	\$ 4,173,579
			Revenue			
1,566,615	1,607,067	1,660,782	Charges for services	1,655,153	1,655,153	-
73,603	75,367	61,000	Fines, interest and other	35,000	35,000	-
1,640,218	1,682,434	1,721,782	Total revenue	1,690,153	1,690,153	-
			Other sources			
-	16,700	-	Sale of fixed assets	-	-	-
-	16,700	-	Total other sources	-	-	-
4,963,279	5,332,971	5,576,845	Total resources	5,863,732	5,863,732	4,173,579
			REQUIREMENTS			
			Expenditures			
			Personal services			
314,095	343,964	381,553	Salaries and wages	443,160	443,160	-
35,432	26,408	38,541	Payroll taxes	44,393	44,393	-
114,366	130,627	156,167	Benefits	164,562	164,562	-
463,892	501,000	576,261	Total personal services	652,115	652,115	-
			Materials and services			
81,047	63,119	149,524	Professional & technical	96,450	96,450	-
13,155	15,758	53,115	Facility and equipment	46,797	46,797	-
129,123	137,736	147,555	Other purchased services	151,057	151,057	-
97,356	65,934	55,100	Supplies	51,700	51,700	-
3,084	(721)	13,500	Minor equipment	11,500	11,500	-
235,144	362,647	389,268	Cost Allocation	443,772	443,772	-
558,910	644,474	808,062	Total materials & services	801,276	801,276	-
			Capital outlay			
289,769	164,232	50,000	Infrastructure	-	-	-
16,875	-	-	Furniture and equipment	-	-	-
306,644	164,232	50,000	Total capital outlay	-	-	-
1,329,445	1,309,706	1,434,323	Total expenditures	1,453,391	1,453,391	-
3,633,834	4,023,265	-	Ending Fund Balance	-	-	-
-	-	86,089	Contingency	84,508	84,508	-
-	-	-	Reserved for Future Years - Fleet	-	-	-
-	-	4,056,433	Reserved for Future Years	4,325,834	4,325,834	4,173,579
\$ 4,963,279	\$ 5,332,971	\$ 5,576,845	Total requirements	\$ 5,863,732	\$ 5,863,732	\$ 4,173,579

Stormwater Operations

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

2020-21 Highlights

- Cleaned 56,000 feet of Stormwater main lines
- Cleaned/inspected 1,821 catch basins
- Cleaned 85 water quality manholes semi-annually
- Treated 1,775 catch basins for prevention of West Nile Virus
- Completed leaf curbside pickup for all public city streets and held 1 leaf drop off date at Public Works facility; collected 1,260 yards of leaves
- Planted 1,150 trees (only one tree planting this year due to COVID)
- Completed monthly street sweeping and city parking lots

2021-22 Goals

- Meet CWS Performance Standards (City-wide Goal – Infrastructure)
- All private water quality facilities (WQF) are operational (City-wide Goal – Infrastructure)
- Perform monthly street sweeping (City-wide Goal – Infrastructure), continue to provide extra sweeping schedule to Tualatin-Sherwood Rd and downtown streets
- Retro-fit six (6) unsumped catch basins to sumped (City-wide Goal – Infrastructure)
- Rehabilitate three (3) public WQF's, continue to increase % of functional facilities (City-wide Goal – Infrastructure)

Performance Measures

Strategy	Measures	FY19-20 Actual	FY20-21 Projected	FY21-22 Projected
Scheduled maintenance of Stormwater infrastructure	Total feet of Stormwater lines	336,567	341,236	343,000
	Percentage of system videoed	11%	13%	13%
	Percentage of Stormwater lines cleaned	14%	17%	17%
	Total number of sumped catch basins	1760	1,775	1,790
	Percentage of catch basins cleaned	98	100	100
	Number of WQFs, LIDA rehabilitated/enhanced	3	44	3

FY2021-22 Stormwater Capital Projects

- Gleneagle Village Stormwater facility
- St. Charles (North) Stormwater Facility
- St. Charles (South) Stormwater Facility
- Citywide Catch Basin Remediation Program
- Willamette Street near Kathy Street
- Water Quality Facility Refurbishments

For a complete description of these projects, refer to Debt Service & CIP section.

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			RESOURCES			
\$ 1,166,213	\$ 1,627,625	\$ 2,093,455	Beginning fund balance	\$ 1,696,380	\$ 1,696,380	\$ 1,696,380
			Revenue			
400,000	400,000	400,000	Charges for services	400,000	400,000	-
54,303	37,490	38,986	Infrastructure development	31,500	31,500	-
48,197	48,635	32,025	Fines, interest and other	14,500	14,500	-
502,500	486,124	471,011	Total revenue	446,000	446,000	-
1,668,713	2,113,749	2,564,466	Total resources	2,142,380	2,142,380	1,696,380
			REQUIREMENTS			
			Expenditures			
			Personal services			
13,615	28,880	19,208	Salaries and wages	15,609	15,609	-
1,105	2,352	1,639	Payroll taxes	1,758	1,758	-
6,862	17,133	7,776	Benefits	7,146	7,146	-
21,582	48,365	28,623	Total personal services	24,513	24,513	-
			Materials and services			
3,188	24,383	20,000	Professional & technical	-	-	-
14,772	54,834	15,482	Cost Allocation	15,608	15,608	-
17,959	79,216	35,482	Total materials & services	15,608	15,608	-
			Capital outlay			
1,548	60,915	1,778,653	Infrastructure	1,145,000	1,145,000	-
1,548	60,915	1,778,653	Total capital outlay	1,145,000	1,145,000	-
41,089	188,496	1,842,758	Total expenditures	1,185,121	1,185,121	-
1,627,625	1,925,253	-	Ending Fund Balance	-	-	-
-	-	721,708	Reserved for Future Years	957,259	957,259	1,696,380
\$ 1,668,713	\$ 2,113,749	\$ 2,564,466	Total requirements	\$ 2,142,380	\$ 2,142,380	\$ 1,696,380

Broadband Fund

The Broadband fund 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 70 sites within this network and over 100 miles of fiber optic cable. Broadband also supports economic development within Sherwood and the surrounding area.

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			RESOURCES			
\$ 417,639	\$ 310,855	\$ 976,771	Beginning fund balance	\$ (532,406)	\$ (532,406)	\$ (532,406)
15,000	-	346,857	Revenue			
473,660	912,052	978,386	Intergovernmental	-	-	-
9,385	30,179	15,000	Charges for services	1,025,439	1,025,439	-
498,046	942,230	1,340,243	Fines, interest and other	175,000	175,000	-
			Total revenue	1,200,439	1,200,439	-
-	2,000,000	-	Other sources			
245,498	-	-	Issuance of long-term debt	18,000,000	18,000,000	-
245,498	2,000,000	-	Issuance of long-term debt	-	-	-
			Total other sources	18,000,000	18,000,000	-
1,161,183	3,253,085	2,317,014	Total resources	18,668,033	18,668,033	(532,406)
			REQUIREMENTS			
			Expenditures			
94,891	228,573	419,724	Personal services			
8,082	19,072	38,166	Salaries and wages	1,007,530	1,007,530	-
42,751	103,157	176,621	Payroll taxes	89,095	89,095	-
145,725	350,801	634,511	Benefits	461,340	461,340	-
			Total personal services	1,557,965	1,557,965	-
104,783	231,060	144,100	Materials and services			
107,600	200,775	153,450	Professional & technical	383,750	383,750	-
41,454	79,957	77,370	Facility and equipment	269,880	269,880	-
23,370	207,993	40,000	Other purchased services	132,835	132,835	-
41,399	127,490	30,000	Supplies	6,000	6,000	-
52,716	272,276	238,695	Minor equipment	66,000	66,000	-
371,322	1,119,551	683,615	Cost Allocation	1,220,592	1,220,592	-
			Total materials & services	2,079,057	2,079,057	-
315,782	-	-	Capital outlay			
8,638	62,101	696,857	CWIP	-	-	-
-	12,280	-	Infrastructure	1,858,681	1,858,681	-
-	96,238	-	Buildings	-	-	-
8,902	435,594	-	Vehicles	-	-	-
333,322	606,213	696,857	Furniture and equipment	200,000	200,000	-
			Total capital outlay	2,058,681	2,058,681	-
850,368	2,076,565	2,014,983	Total expenditures	5,695,703	5,695,703	-
-	131,362	113,045	Debt service			
-	28,586	46,903	Principal	559,581	559,581	-
-	39,800	-	Interest	404,066	404,066	-
-	199,748	159,948	Issuance costs	150,000	150,000	-
			Total debt service	1,113,647	1,113,647	-
310,815	976,771	-	Ending Fund Balance	-	-	-
-	-	158,508	Contingency	120,044	120,044	-
-	-	(16,425)	Reserved for Future Years	11,738,639	11,738,639	(532,406)
\$ 1,161,183	\$ 3,253,085	\$ 2,317,014	Total requirements	\$18,668,033	\$18,668,033	\$ (532,406)

Broadband

The Broadband fund supports the communication needs of the City, local businesses, school district, and residents. Services within this utility are sold directly or through third party service providers. Broadband also supports economic development within Sherwood and the surrounding area.

2020-21 Highlights

- Continued offering residential Internet service to roughly 600 residents
- Completed construction along Baker and Bell roads providing service to 80 homeowners
- Completed construction on a grant funded project to bring service to portions of Chapman Road
- Migrated 160 homes in the Arbor Terrace subdivision over to Sherwood Broadband
- Completed an exercise to develop the Sherwood Broadband brand and are currently integrating it into a Sherwood Broadband marketing plan
- Completed construction to 4 Newberg school sites (Completed June '21)
- Completed a Fiber to the Home (FTTH) engineering project that created construction plans for bringing Sherwood Broadband service to all residents (Completed June '21)
- Developed a Fiber to the Home financial forecast and cost estimates for City Council consideration

2021-22 Goals

- If approved by City Council begin construction of the Fiber to the Home project (City-wide Goal – Infrastructure)
 - Hire a Broadband Manager to oversee daily operations of the utility and hire broadband support staff
 - Implement new residential network equipment to support residential speeds of up to 10 Gigabit and implement software integrations with various systems
- Implement billing improvements and integrate with the new Infor billing system (City-wide Goal – Fiscal Responsibility)
- Implement the Sherwood Broadband Marketing Plan and begin on-going marketing efforts (City-wide Goal – Infrastructure, Fiscal Responsibility, Livability)

Performance Measures

Strategy	Measures	FY19-20 Actual	FY20-21 Projected	FY21-22 Projected
Provide quality broadband services to the business community	Total number of accounts	118	440	1000*
	Number of business accounts	57	70	75
	Number of rural accounts	4	102	105

Personnel FTE Comparison to Prior Years

	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual	Adopted 2020-21 Budget	Proposed 2021-22 Budget	Approved 2021-22 Budget	Adopted 2021-22 Budget
Administration	19.1	19.2	17.9	16.3	16.4	17.2	17.2	-
Community Development	12.7	13.0	13.5	14.1	15.0	16.0	16.0	-
Public Safety	23.8	24.6	27.2	30.0	32.0	32.0	32.0	-
Community Services	19.3	20.2	20.7	21.1	21.1	22.1	21.6	-
Public Works Operations	12.6	12.6	11.7	12.4	11.4	11.5	11.5	-
General Fund Total	87.5	89.5	91.0	93.9	95.9	98.8	98.3	-
Water Operations	6.5	6.4	6.5	6.3	6.5	6.8	6.8	-
Water Capital	-	-	-	0.2	0.1	0.1	0.1	-
Water Fund Total	6.5	6.4	6.5	6.5	6.6	6.9	6.9	-
Sanitary Operations	2.7	2.5	3.0	2.8	3.0	2.7	2.7	-
Sanitary Capital	0.2	0.2	0.2	0.5	0.5	0.5	0.5	-
Sanitary Fund Total	2.9	2.7	3.2	3.3	3.5	3.2	3.2	-
Storm Operations	4.2	5.4	5.3	7.5	5.9	5.8	5.8	-
Storm Capital	0.4	0.1	0.2	0.7	0.2	0.5	0.5	-
Storm Fund Total	4.6	5.5	5.5	8.2	6.1	6.3	6.3	-
Transient Lodging Tax	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-
Street Operations	4.0	3.6	3.6	5.2	4.7	4.5	4.5	-
Street Capital	0.4	0.2	0.5	0.8	0.5	0.3	0.3	-
General Construction	0.4	0.3	0.4	0.5	0.3	0.2	0.2	-
Broadband	0.6	0.8	0.9	1.1	4.9	14.7	14.7	-
URA Operations	1.0	1.0	0.3	0.5	0.5	0.3	0.3	-
URA Capital	-	-	-	-	-	-	-	-
Total	107.9	110.0	111.9	120.0	123.0	135.2	134.7	-

Changes to personnel for Approved FY21-22

Administration	
Deputy Recorder from .5 to .75	0.25
HR Specialist	0.5
IT Manager	1.0
Community Development	
Commercial Planner	1.0
Community Services	
Administrative Assistant - Senior Center	0.5
Emergency Management Coordinator from .5 to 1.0	0.5
Public Works Tech	1.0
Lead Utility Worker Broadband	2.0
Utility Worker II	5.0
	<u>11.75</u>

Management/Supervisory/Confidential (Effective July 1, 2021)

Position	Group Range	Minimum Hourly	Maximum Hourly	Minimum Monthly	Maximum Monthly
Admin Asst III – Confidential	1100N	\$26.41	\$33.49	\$4,578	\$5,805
Executive Assistant	1200N	\$28.51	\$36.15	\$4,942	\$6,266
Fleet Supervisor Court Supervisor	1300N	\$31.65	\$40.14	\$5,486	\$6,958
PW Program Analyst Systems Administrator Adult Community Center Manager Emergency Management Coordinator	1400N	\$33.86	\$42.94	\$5,869	\$7,443
Accounting Supervisor Art Center Manager PW Utility Supervisor Recreation Supervisor	1500N	\$36.58	\$46.39	\$6,341	\$8,041
Civil Engineer Library Operations Supervisor PW Operations Supervisor Senior IT Analyst	1600N	\$39.86	\$50.55	\$6,909	\$8,762
City Recorder Human Resources Manager Planning Manager Economic Development Manager Police Sergeant Senior Network Engineer	1700N	\$43.05	\$54.59	\$7,462	\$9,462
Building Official Library Manager Utility Manager	1800N	\$45.65	\$57.89	\$7,913	\$10,034
City Engineer Police Captain	1900N	\$52.03	\$65.98	\$9,019	\$12,922
IT Director Community Develop Director Finance Director Public Works Director Community Services Director	2000N	\$58.79	\$74.55	\$10,190	\$12,922
Police Chief	2100N	\$62.31	\$79.01	\$10,800	\$13,696
Municipal Judge City Attorney City Manager	Contract Employees				

SPOA/AFSCME (Effective July 1, 2021)

SPOA Represented	Group Range	Minimum Hourly	Maximum Hourly	Minimum Monthly	Maximum Monthly
Police Officer		\$31.15	\$39.75	\$5,399	\$6,891
Community Services Officer (CSO)		\$27.85	\$35.55	\$4,827	\$6,162
AFSCME Represented					
Library Page Recreation Assistant	500	\$14.31	\$18.69	\$2,480	\$3,240
No current positions	600	\$16.45	\$21.49	\$2,851	\$3,724
Library Asst. I	700	\$18.09	\$23.63	\$3,136	\$4,096
Admin Asst II Library Asst II Maintenance Worker I	800	\$20.81	\$27.18	\$3,607	\$4,711
City Records Technician Court Clerk I Planning Technician Kitchen Coordinator Recreation Specialist Utility Billing Technician	900	\$22.67	\$29.61	\$3,929	\$5,132
Police Records Specialist Maintenance Worker II Permit Specialist	1000	\$24.50	\$32.00	\$4,247	\$5,547
Court Clerk II Engineering Tech II Engineering Program Associate Finance Tech II Lead Permit Specialist Lead Utility Billing Tech Librarian I Mechanic Program and Event Coordinator City Volunteer Coordinator	1100	\$26.46	\$34.56	\$4,586	\$5,990
Asset Management Specialist Engineering Tech III Code Compliance/Evidence Tech Lead Maintenance Worker	1200	\$28.57	\$37.32	\$4,952	\$6,468
Accountant Associate Planner Environmental Program Coordinator GIS Programmer/Analyst Librarian II Technical Services Librarian	1300	\$31.71	\$41.42	\$5,496	\$7,719
No current positions	1400	\$33.93	\$44.32	\$5,881	\$7,682
Senior Planner	1500	\$36.65	\$47.87	\$6,353	\$8,297

Overview of Financial Policies

Purpose

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

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

Goal

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

Responsibilities

1. **Stewardship:** The City of Sherwood is a steward of public funds. These funds are entrusted to the City through the payment of taxes, fees, and fund transfers from other governments. The City of Sherwood is responsible for using all funds efficiently and effectively and for the purposes for which they were intended.
2. **Asset Protection:** The assets of the City of Sherwood exist in a variety of forms. All these assets must be protected through an effective accounting and internal control System. The System must track assets and document the costs of acquisition, maintenance, and replacement.
3. **Legal Conformance:** The City of Sherwood is subject to federal, state, and local statutes and rules regarding purchasing, entering into debt, budgeting, accounting, and auditing: regulations that govern virtually all financial transactions. The City also voluntarily enters into contracts which include significant financial and operational covenants. The City of Sherwood is responsible for conforming to laws, rules, and covenants to which it is subject.
4. **Standards:** The Government Finance Officers Association (GFOA) and the Governmental Accounting Standards Board (GASB) set policies and guidelines for public sector accounting and financial reporting. The City of Sherwood is responsible for adhering to the requirements of these organizations and for seeking guidance from policies, standards and best practices set forth by these organizations.
5. **Authority:** The Sherwood City Council is the sole authority for deleting, modifying, or adding to these policies. Every two years, the Council shall engage the Budget Committee to review and update these policies.

Policy 1 - Funds

1. The City of Sherwood will maintain an orderly and logical fund structure that provides stakeholders with ready access to financial information.
2. The City of Sherwood will conform to Generally Accepted Accounting Principles (GAAP) and the Government Finance Officers Association's best practices for establishing and maintaining funds.
3. The City of Sherwood will establish and maintain those funds required by law and sound financial administration. Acknowledging that unnecessary funds result in inflexibility, complexity, and inefficient financial administration, only the minimum number of funds consistent with legal and operating requirements will be established.
4. The criteria for establishing a new fund are variable, but include triggers such as:
 - a. Inauguration of a new dedicated revenue stream and a concurrent service
 - b. The need for increased clarity of financial information
 - c. The establishment of a new enterprise
 - d. Covenants embodied in financing agreements and
 - e. Changes in state law or financial management/accounting standards
5. Only the Sherwood City Council has the authority to create or delete funds. The Council shall create or delete funds by resolution.

Policy 2 - Budgeting

1. The City of Sherwood budget process shall consist of activities that encompass the development, implementation, and evaluation of a plan for the provision of services and capital assets.
2. The purpose of the budget process is to help decision makers make informed choices about the provision of services and capital assets and to promote stakeholder participation in the process.
3. The City of Sherwood budget process shall:
 - a. Incorporate a long-term perspective (minimum three fiscal years)
 - b. Establish linkages to broad organizational goals
 - c. Focus budget decisions on results and outcomes
 - d. Involve and promote effective communication with stakeholders
4. All budgetary procedures will conform to existing state and local regulations. Oregon budget law requires each local government to prepare a balanced budget and Oregon Administrative Rules state:
 - a. The budget must be constructed in such a manner that the total resources in a fund equal the total of expenditures and requirements for that fund, and
 - b. The total of all resources of the municipality must equal the total of all expenditures and all requirements for the municipality.
5. A cost allocation plan will be developed and incorporated into the City of Sherwood budget. The cost allocation plan will be the basis for distribution of general government and internal service costs to other funds, divisions, and capital projects.
6. The Sherwood City Council shall adopt the budget at the fund, division, or program level (as appropriate to each fund) as a total dollar amount for all appropriations except contingency, unappropriated ending fund balance and reserves, which shall be stated separately.
7. Inter-fund Transfers shall be kept to a minimum. Inter-fund loans shall be documented in a resolution that cites the terms of the loan.
8. As part of the annual budget process, the City of Sherwood will maintain a three-year revenue and expenditure forecast. This forecast will be created using an objective, analytical process incorporating applicable projections from the State of Oregon's latest Economic Forecast and conservative assumptions where State developed data is not available. Revenues will be estimated realistically and prudently using best practices as defined by the Government Finance Officers Association. Revenues shall be forecasted conservatively.

Policy 2 – Budgeting (Continued)

9. Oregon budget law provides a means to adjust the budget for emergency expenditures or unforeseen circumstances. All resolutions adjusting the budget will be prepared by the Finance department for City Council approval to ensure compliance with budget laws.
10. Prior to submittal to City Council, the Budget Officer will convene the Budget Committee to review supplemental budget resolutions. If time does not allow for this action, Budget Committee members shall be informed of the City Council's action on the resolution promptly.
11. A mid-year review process will be conducted by the City Manager and Finance Director in order to make any necessary adjustments to the Adopted budget.
12. In the City's effort to strive for excellence, the City of Sherwood will make every effort to obtain the Award for Distinguished Budget Presentation from the Government Finance Officers Association (GFOA).
13. Reports comparing actual to budgeted expenditures will be prepared quarterly by the Finance Department and distributed to the City Council, City Manager and Department Directors.

Policy 3 - Revenue

1. City of Sherwood revenues are either unrestricted or dedicated. Unrestricted revenues can be used for any purpose. Dedicated revenues are restricted in the ways they can be used by federal or state regulations, contractual obligations, or by City Council action. The City of Sherwood will adhere to the restrictions applied to dedicated revenues.
2. The City of Sherwood will maintain a diversified revenue stream that is managed strategically to mitigate the impact of short-term fluctuations in any revenue source.
3. The City of Sherwood will identify sustainable revenue levels and, to the extent possible, current operations will be funded by current sustainable revenues.
4. One-time revenues will be used for one-time expenditures or as contributions to reserves and will not be used to pay for established services.
5. The City of Sherwood will not respond to long-term revenue shortfalls with deficit financing and borrowing to support established services. Expenses will be reduced and/or revenues will be increased to conform to the long-term revenue forecasts.
6. During the budget process, the Sherwood City Council will identify those programs which are to be supported in whole or in part by cost recovery and ensure that revenue collections reflect the cost of providing associated services by adjusting fees accordingly.
7. The City of Sherwood will charge fees for services where such an approach is permissible, and where a limited and specific group of beneficiaries who can pay such charges is identifiable.
8. New or expanded unrestricted revenue streams should first be applied to support existing programs. When existing programs are adequately funded, such revenue may be used as contributions to reserves or to fund new or expanded programs.

Policy 4 - Expenditures**Controls**

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

Specific Expenditures

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

Policy 5 - Revenue Constraints and Fund Balance

Nature of Constraints

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

1. **Non-spendable.** Assets that are not in a spendable form or are required to be maintained intact.
2. **Restricted.** Cash that can be spent only for specific purposes stipulated by third parties or by statutes. Only the constraining party can lift constraints on Restricted funds.
3. **Committed.** Cash that can be used only as directed by formal action of City Council. Council action may be in the form of a motion or resolution. Only the City Council can lift constraints on committed funds. Such a change must be made using the same action that established the constraint.
4. **Assigned.** Cash the City intends to use for specific purposes. The City Council delegates the authority to create this constraint to the City Manager. In addition, for all funds except the general fund, all cash not in one of the Non-spendable, Restricted, or Committed categories, or specifically assigned under this category will, by default, be assigned to this category.
5. **Unassigned.** General Fund cash that is not otherwise categorized fund balance is the residual classification for the general fund and includes all amounts not contained in the other classifications.

Other Considerations

1. **Stabilization.** The purpose of stabilization arrangements is to provide a revenue source to maintain service delivery during periods of diminished revenues. The City may choose to create stabilization arrangements either by creating new funds or dedicating revenues within existing funds. Stabilization arrangements will be created by the City Council and the authorizing legislation shall include the policies on funding and accessing the arrangement.
2. **Order of Use.** If multiple categories of fund balance are applicable to an expenditure, the City shall access funds in the following order: Restricted, Committed, Assigned, Unassigned.
3. **Purpose of Special Revenue Funds.** Special Revenue funds are general government funds created to track the use of dedicated revenues. The City legislation creating a special revenue fund will specify which specific revenues and other resources are authorized to be reported in the fund.
4. **Fund Balance.** Unrestricted fund balance is the sum of Committed, Assigned and Unassigned fund balance in any individual fund. In the General Fund, the City will maintain an Unrestricted fund balance of at least 10% of fund revenue and strive to maintain 20%.

Policy 6 - Continuing Disclosure**Continuing Disclosure In General**

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

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

City Responsibility

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

Debt

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

No bonds will mature more than 30 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.

Policy 6 - Continuing Disclosure (continued)**Rule 15c2-12 Disclosures**

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

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

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 - 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)

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 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.

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

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

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

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

Division - An organizational unit with a distinct budget.

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

ESC - Erosion and Sediment Control.

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 - 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.

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

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

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

Mission - Defines the primary purpose of the City.

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

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

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

Ordinance - A formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it 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.

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

Proprietary 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 proprietary funds are the Water, Sanitary, Storm, and Telecommunications funds.

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.

Proposed Budget – The initial budget appropriations proposed by the City Manager for approval of the Budget Committee and adoption by the City Council.

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

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

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

Resources - Financial resources that are or will be available for expenditure during the fiscal year.

Restricted Revenue - Financial resources that are subject to some level of restriction based on statutory, legislative or council action.

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

SFR - Single Family Residential.

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, stormwater, and streets.

SPOA - Sherwood Police Officers' Association union.

Supplemental Budget - Appropriations established to meet the needs not anticipated at the time the budget was proposed.

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.

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

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

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

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

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

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

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