



CITY OF SHERWOOD

FY 2023-2024 ADOPTED BUDGET



City of Sherwood Annual Budget

For the Fiscal Year

July 1, 2023 - June 30, 2024

CITY COUNCIL:

Tim Rosener, *Mayor*

Keith Mays, *Council President*

Renee Brouse, *Council Member*

Taylor Giles, *Council Member*

Doug Scott, *Council Member*

Dan Standke, *Council Member*

Kim Young, *Council Member*

BUDGET COMMITTEE:

Kady Strode, *Chair*

Lana Painter, *Vice Chair*

Brian Fairbanks

Matt Kaufman

Paul Mayer

Thomas Sherwood

Nancy Taylor

CITY STAFF:

Keith Campbell, *City Manager*

David Bodway, *Finance Director*



City of
Sherwood
Oregon

Home of the Tualatin River National Wildlife Refuge

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Sherwood

Oregon

For the Fiscal Year Beginning

July 1, 2022

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, 2022.

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 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 Broadband 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.

**Sherwood City Manager Budget Message
Fiscal Year 2023-24
May 19th, 2023**

To the Honorable Mayor Tim Rosener, members of the Sherwood City Council, members of the Sherwood Budget Committee, and to the citizens of Sherwood:

It is my privilege to submit my second budget as the City Manager for the City of Sherwood. Enclosed is the proposed Fiscal Year 2023-24 (FY2023-24) budget. This budget is the City’s single most important policy document. Its purpose is to provide a comprehensive overview of all City funds and services, and to give stakeholders a better understanding of the City’s operating and fiscal programs. This \$111.3 million budget funds services that help define Sherwood as one of the best communities in the Pacific Northwest. It also invests in meeting council goals and deliverables as well as maintaining and enhancing Sherwood’s quality of life. I have continued to listen and learn from community members, city council, and staff to help maintain and preserve our outstanding community.

GFOA Best Practices

The city again is presenting a budget document that follows the Government Finance Officers Association (GFOA) best practices in local budgeting.

A successful budget should serve as:

- A policy document
- A financial plan
- An operations guide
- A communications device with stakeholders

The budget process should accomplish the following:

- Involve stakeholders
- Identify stakeholder issues and concerns
- Achieve stakeholder acceptance of decisions related to goals, services, and resource utilization
- Report to stakeholders on services and resource utilization, and serve generally to enhance the stakeholders’ view of government

Overview

It is important to acknowledge this proposed budget has been developed during uncertain economic times. Inflation, supply chain challenge, shortages in goods, labor shortages, rising interest rates, and concerns regarding a recession are just a few of the main challenges and uncertainties.

This budget was written with a goal of being very thoughtful while utilizing a conservative approach in preparing this document. We have taken a conservative approach to revenue growth, and an aggressive approach with inflation. We have prioritized maintaining healthy beginning fund balances to allow for the city to remain flexible and adaptive to needs and challenges. Our fiscal challenges are dynamic, with adjustments and new information being presented on an almost daily basis. As the new fiscal year plays out over the rest of 2023 and into 2024, I anticipate we may need to adjust the budget as we remain thoughtful of the economic challenges and opportunities.

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

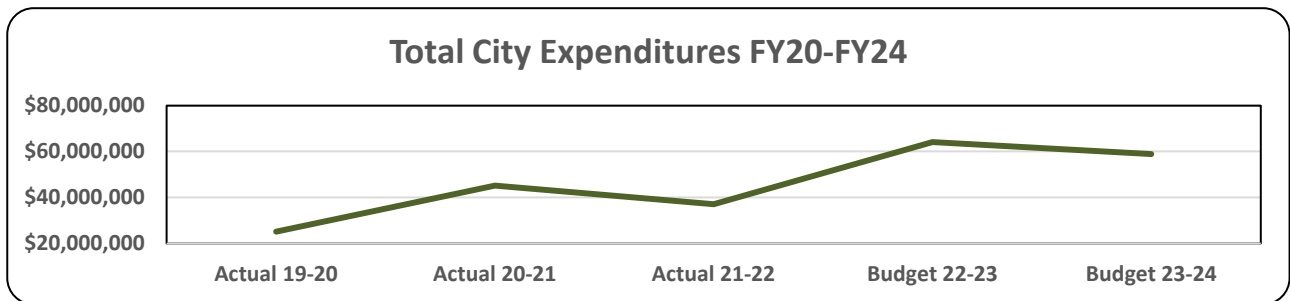
Total Budget (All Funds)

The proposed total budget for FY2023-24 for all funds is \$111.3 million. This represents a decrease of \$1.0 million or 1.0% from the current adopted FY2022-23 budget. Within this proposed total budget, Personal Services accounts for \$20.5 million. This figure is 12.9% higher than the current projected costs for FY2022-23. Personal Services includes all salaries and wages, payroll taxes and employee benefits.

Budget in Brief				
Expenditures	2022-23 Budget	2023-24 Proposed	Variance	% Change
General Fund				
Administration	\$ 2,986,701	\$ 2,551,656	\$ (435,045)	-14.6%
Community Development	2,584,495	2,049,236	(535,259)	-20.7%
Police Services	6,194,259	6,539,287	345,028	5.6%
Community Services	3,397,871	3,191,697	(206,174)	-6.1%
Public Works	4,019,389	4,114,154	94,765	2.4%
Transfers Out	-	4,458,388	4,458,388	100.0%
Subtotal General Fund	19,182,715	22,904,418	3,721,703	19.4%
Debt Service Fund	78,033	-	(78,033)	-100.0%
General Construction Fund	1,236,925	1,281,852	44,927	3.6%
Public Art Fund	-	110,777	110,777	100.0%
Economic Development & Promotion Fund	-	10,000	10,000	100.0%
Transient Lodging Tax Fund	-	527,512	527,512	100.0%
Grants Fund	79,171	89,370	10,199	12.9%
Street Operations Fund	3,377,786	3,020,626	(357,160)	-10.6%
Investment Fund	-	-	-	0.0%
Street Capital Fund	4,479,558	2,447,334	(2,032,224)	-45.4%
Subtotal General Govt. Funds	28,434,188	30,391,889	1,957,701	6.9%
Water Enterprise Fund	17,556,134	14,628,135	(2,927,999)	-16.7%
Sanitary Enterprise Fund	2,631,121	4,510,287	1,879,166	71.4%
Storm Enterprise Fund	2,702,195	2,882,349	180,155	6.7%
Telecommunications Fund	8,252,849	6,514,525	(1,738,324)	-21.1%
Subtotal Enterprise Funds	31,142,298	28,535,296	(2,607,002)	-8.4%
Total All Funds	\$ 59,576,487	\$ 58,927,185	\$ (649,302)	-1.1%

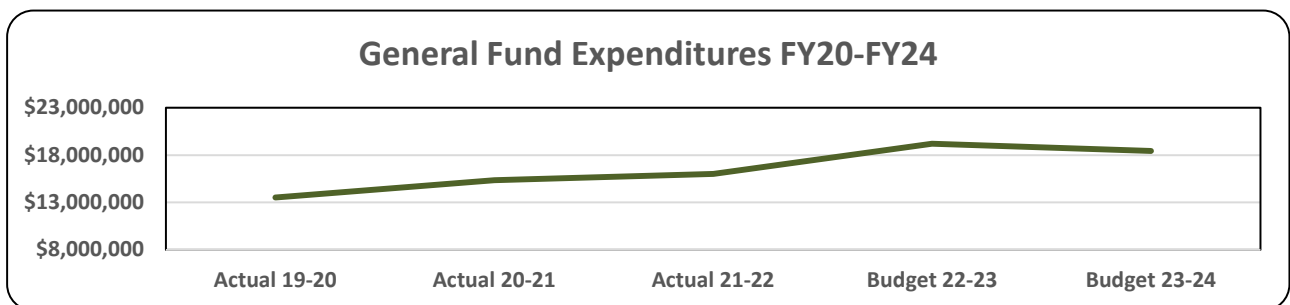
Materials and services (M&S) expenses are operating expenses incurred during the normal course of business including professional services, supplies, utilities, and property and liability insurance. The total M&S expenses for the proposed total budget are \$11.5 million, a 0.2% decrease from the current 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 \$17.7 million, which is a 22.8% decrease from the current fiscal year. Debt Service, the payment of outstanding financing for capital improvements is \$2.7 million, an increase of 0.1% from the current fiscal year. The overall total expenditure decrease is 8.0%.



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 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, Personnel Services accounts for \$15.5 million. This figure is 5.6% higher than the current FY2022-23 budget. The total Materials & Services expenses for the proposed budget is \$1.9 million, a 1.5% decrease from the current fiscal year budget. Capital Outlay is proposed at \$1.1 million, a decrease of 59.1% over the current fiscal year budget. This Capital Outlay includes routine large expenditures such vehicle purchases, communication equipment, and other large equipment. Excluding the one-time transfers out, the combination of these changes in each of these categories leads to an overall decrease of 3.8% in the proposed General Fund expenditures budget.

I am recommending the use of a portion of the General Fund ending fund balance as well as one-time revenues to fund one-time expenditures of \$1,598,583 while adhering to the City Council fiscal policy of retaining 20% of our operating revenues in our ending fund balance each year.

Fund Balances

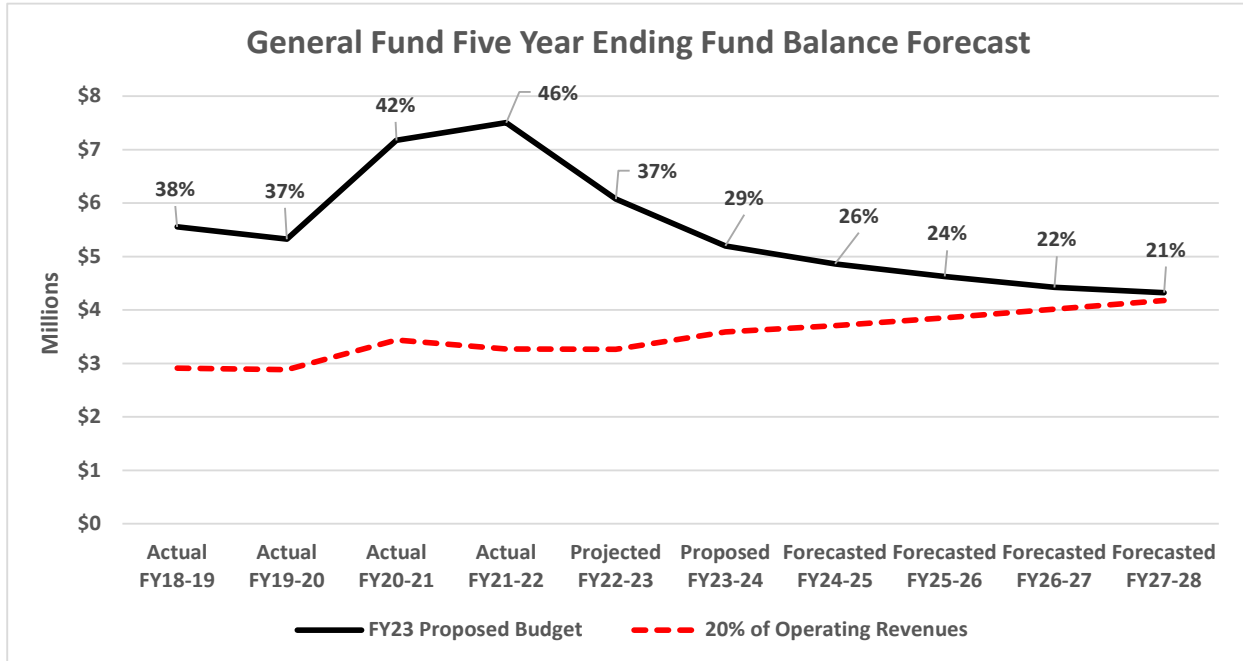
Below is a chart showing the proposed change in fund balances for FY2023-24:

Change in Fund Balance	General Fund	General Construction Fund	Debt Service Fund	Public Art Fund	Economic Development & Promotion Fund	Transient Lodging Tax Fund	Grants Fund	Street Operations Fund	Investment Fund	Street Capital Fund	Water Fund	Sanitary Fund	Storm Fund	Broadband Fund
Beginning Fund Balance	\$10,242,478	\$ 2,030,102	\$ -	\$ -	\$ -	\$376,512	\$ 38,780	\$3,547,879	\$ -	\$ 7,360,995	\$24,180,611	\$2,760,710	\$ 7,502,644	\$4,975,225
Increase in Fund Balance	-	904,161	-	14,619	240,602	-	11,630	-	4,128,330	812,369	-	-	47,607	-
Decrease in Fund Balance	(5,316,271)	-	-	-	-	(376,512)	-	(182,097)	-	-	(6,864,548)	(474,496)	-	(3,600,465)
Ending Fund Balance	\$ 4,926,207	\$ 2,934,263	\$ -	\$ 14,619	\$ 240,602	\$ -	\$ 50,410	\$3,365,782	\$4,128,330	\$ 8,173,364	\$17,316,063	\$2,286,214	\$ 7,550,251	\$1,374,760

General Fund

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:

- The City of Sherwood continuing with its past practice of preparing a “conservative” forecast. A conservative forecast is cautious on revenues while assuming “worst case” for expenditures.
- Beginning July 2023, the City’s required contribution PERS rates are changing: 0.98% for Tier 1 and Tier 2 employees, 1.43% for OPSRP General Services and 1.86% for OPSRP Police and Fire employees.
- The City’s original Urban Renewal Agency closing in June 2023.
- The impact of the City’s 2021 Urban Renewal Agency.
- City wide assessed property tax value “new growth” increasing on average 1.37%. This is in addition to the assumed 3% increase.
- At the time of preparing this five-year forecast, inflation was hovering just below 5% at 4.9%. Most forecasts agree inflation will continue to trend downwards. The Federal Reserve has been aggressively trying to beat spiraling inflation by raising interest rates. The question remains when will inflation hit the Fed’s target level of 2%. Aligning with the City’s conservative forecast approach, we have factored in an average increase of 4.7% in the first three years of the forecast. The average increase over the five years is 3.62%.
- This forecast does not include any Funds that have been allocated to the Public Art Fund, Economic Development and Promotion Fund, and Investment Fund.
- Construction on Tualatin-Sherwood Road has impacted the traffic cameras on Hwy 99. This caused a reduction in revenue for the FY 2022-23 budget. This budget reduces future revenue in anticipation of new designs that will lower expected traffic fines.



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 20% of fund revenue. Our ending fund balance for FY2023-24 is projected to be 29%, which exceeds our financial goal. The five-year forecast shows a projected ending fund balance of 21%.

The change in the General Fund balance excludes one-time revenues and one-time transfers is broken down as follows:

Operating Revenue	\$ 17,218,889
Operating Expense	<u>(16,847,447)</u>
Net Normal Operations	371,442
Less One-Time Expenses Net	<u>(1,598,583)</u>
Change in Fund Balance	<u><u>(\$ 1,227,141)</u></u>

Additional General Fund factors for our Sherwood Police Department:

- The Sherwood Police Department is continuing to work to address Career Cycle Planning as we take a proactive approach to address upcoming retirements. The challenge is that the lead time to replace experienced officers is significant. For lateral police hire it can take 4-5 months before they can be self-sufficient. A new police hire can take 16 months before they can be self-sufficient. Large back logs at the Department of Public Safety Standards and Training (DPSST) could significantly increase this lead time. As such, the city has begun recruitments to bring in staff in advance of retirements to meet policing staffing demands. The city will use up to \$250,000 from the Investment Fund for this Career Cycle Planning which will be included in a future supplement budget with actual expenses of the program.

- The Sherwood Police Department is working with the Drug Enforcement Administration (DEA) and will be receiving expected funding support of an expected \$300,000 per year. By budget law, this money cannot be budgeted, but will be included in future and supplemental budgets as these funds are recognized. The money, once received, can be used for materials and services in the police department.

Special Revenue, Capital, and Proprietary Funds

Grants Fund

This is a special revenue fund where the uses of revenues that are designated for a specific purpose are tracked. The proposed budget includes the Metro Community Enhancement Program (CEP).

Transient Lodging Tax (TLT) Fund

This is a special revenue fund where the uses of revenues that are designated for a specific purpose are tracked. The City implemented a local TLT effective April 1, 2019, and there is currently one operating hotel in Sherwood. As per state law the City will allocate 30% of these funds, which are unrestricted, with the remaining 70% be allocated to the Public Art Fund and Sherwood Arts Center.

Public Art Fund

This is a special revenue fund where the uses of revenues that are designated for a specific purpose are tracked. This fund is newly established and was created to provide funding to encourage art within the community and promote tourism within the city.

Investment Fund

This is a special revenue fund where the uses of revenues that are designated for a specific purpose are tracked. This fund is newly established and was created to help support various projects and needs the city has.

Economic Development and Promotion Fund

This is a special revenue fund where the uses of revenues that are designated for a specific purpose are tracked. This fund is newly established and will begin to assist in promoting and sponsoring local events as well as assist with business retention, expansion, and recruitment.

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 FY2023-24 is improvements to the Oregon-Tonquin intersection. Other projects include Oregon Street design, construction, and traffic calming.

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 FY2023-24 is for the Cedar Creek Trail supplemental work which includes design, permits, and construction to restore acoustic fencing and landscaping.

Water Fund

The city continues to work to ensure a reliable water source will be available even as our population continues to grow. Planned improvements include improvements to the Water Treatment facility include increasing the ACTi flow rate from 7.5 mgd (million gallons per day) per basin, to 10 mgd per day and increasing the ozonation basin flow rage from 7.5 mgd to 10 mgd.

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 Phase II Design and construction and Brookman Sanitary Trunkline extension, design, and construction. Stormwater included funds for a drainage swale rehabilitation and enhancement in Stella Olsen Park.

Broadband Fund

Sherwood Broadband continues its expansion and build out into residential areas with the Fiber to the Home project (FTTH). The fiber project will enable smart technologies today and into the future. Sherwood Broadband is under the direction and oversight of the Sherwood City Council. In addition to residential services, Sherwood Broadband also has projects lined up to extend service to businesses in Sherwood and the surrounding areas in FY2023-24. Progress on the Sherwood Broadband Fiber to the Home (FTTH) project is moving along. Service is currently available to all homes west of 99w and in the FTTH pilot areas. City crews just finished construction to 248 homes near Middleton Elementary and has started construction on the adjoining neighborhood of 230 homes. Once that area is complete Sherwood Broadband will have roughly 2500 serviceable addresses.

Personnel Services changes

The proposed budget funds a total workforce of 146.5 Full Time Equivalent (FTE) positions, an increase of 3.25 FTE positions from the current workforce. Of these positions, 1.5 FTEs are paid for out of the General Fund and .25 FTE paid from the General Fund and a grant. The following is a summary of these personnel changes:

- Add one Communications/Marketing Manager (+1.0 FTE) in City Manager splitting time between (General Fund and Broadband Fund) (This accomplishes Council Deliverable 6.5)
- Budgeted reclassifying HR Manager position to HR Director (+0.0 FTE) in Human Resources (General Fund)
- Add a part-time HR Specialist (+0.5 FTE) in Human Resources (General Fund)
- Add a part-time Finance Tech (+0.5 FTE) in Finance (General Fund)
- Increase hours for Administrative Assistant I (+0.25 FTE) in Senior Center (General Fund/Grant)
- Add one Maintenance Worker II (+1.0 FTE) in Utilities (Various Proprietary Funds)

Total Personnel Services costs will increase by 5.6% for the General Fund and 12.9% for all funds between the current year budget and current projected costs for FY2022-23. Key personnel services cost increases in this proposed budget are as follows:

Increases in salaries result from cost-of-living increases, as salaries will be increasing by 4.0% for exempt employees, SPOA represented police officers, and for AFCME represented employees as well as step increases throughout the fiscal year. The city will also be contributing to employee VEBA accounts as per the AFCME and SPOA agreements, with non-represented matching with the AFCME agreement.

PERS rates are set for a biennium period and will change for this upcoming budget period, however, recent changes have been minimal in comparison to prior years as the rates are beginning to stabilize. The City currently pays between 27.96% and 33.52% of salaries towards retirement for each eligible employee. This amount includes the employer and the employee share of PERS for all employees.

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 second 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, be good stewards to our taxpayers, and be mindful of the short-term and the long-term best interest of our community.

We have attempted to highlight several key components and issues of our budget. This message isn't intended to be all encompassing. Staff has worked to provide information, data, highlights, changes, and active transparency for all funds and departments. I encourage the reader to take the time to review and understand what their city is doing and how we are utilizing our resources. The budget should define the values of our community; we want to be unselfish partners in this process. The budget should be examined, considered, discussed, and questioned. Each year our budget and communication should continue to grow and enhance our communication with our stakeholders.

This budget is just a proposal, it is, until approved, merely a draft. Your input will only improve the quality of the final product. The budget should be the narrative and the reflection of the values of our community, and the approval of the Budget Committee is a statement of support. The final and approved budget is a direct reflection of where we as a community are spending our time, energy, and resources.

This budget document was the result of a team effort amongst staff and the Senior Leadership team. I want to specifically acknowledge Leslie Dean, Craig Sheldon, Brad Crawford, Eric Rutledge, Kristen Switzer, Ty Hanlon, Sylvia Murphy, Ryan Adams and Lydia McEvoy. A special thanks to David Bodway, who did an outstanding job of coordinating and organizing the proposed budget. I feel humbled and blessed to be able to work with so many outstanding public servants.

Respectfully Submitted,



Keith D. Campbell
Sherwood City Manager

Budget Committee Changes from Proposed to Approved Budget

- Amend name of new fund from Investment Fund to Community Investment Fund

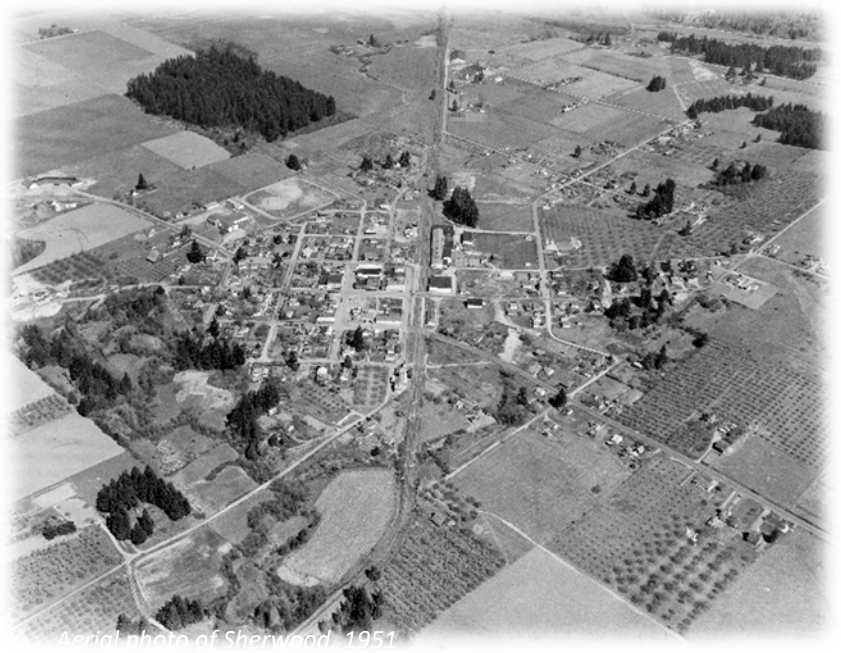
City Council Changes from Approved to Adopted Budget

- None

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.

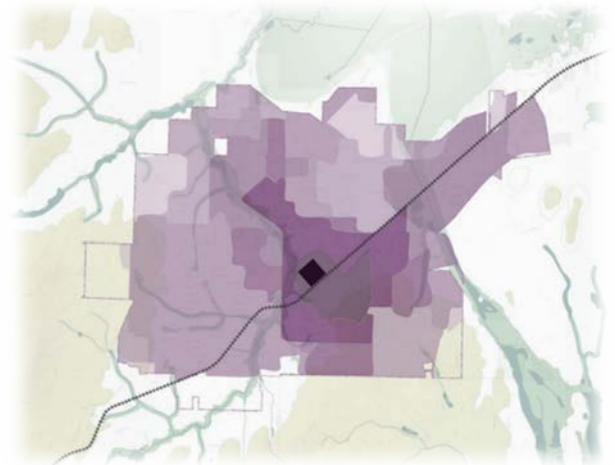
By 1870, many families had moved into the area that we now call Sherwood. In 1885, J.C. Smock granted the railroad the right-of-way through his property. In 1889, he and his wife, Mary Ellen Sebastian, then planned and named the streets surrounding the railroad tracks. The town that emerged was known 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 December 15, 2022, the City is four and a half square miles and has a population of 20,222.



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





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

Location

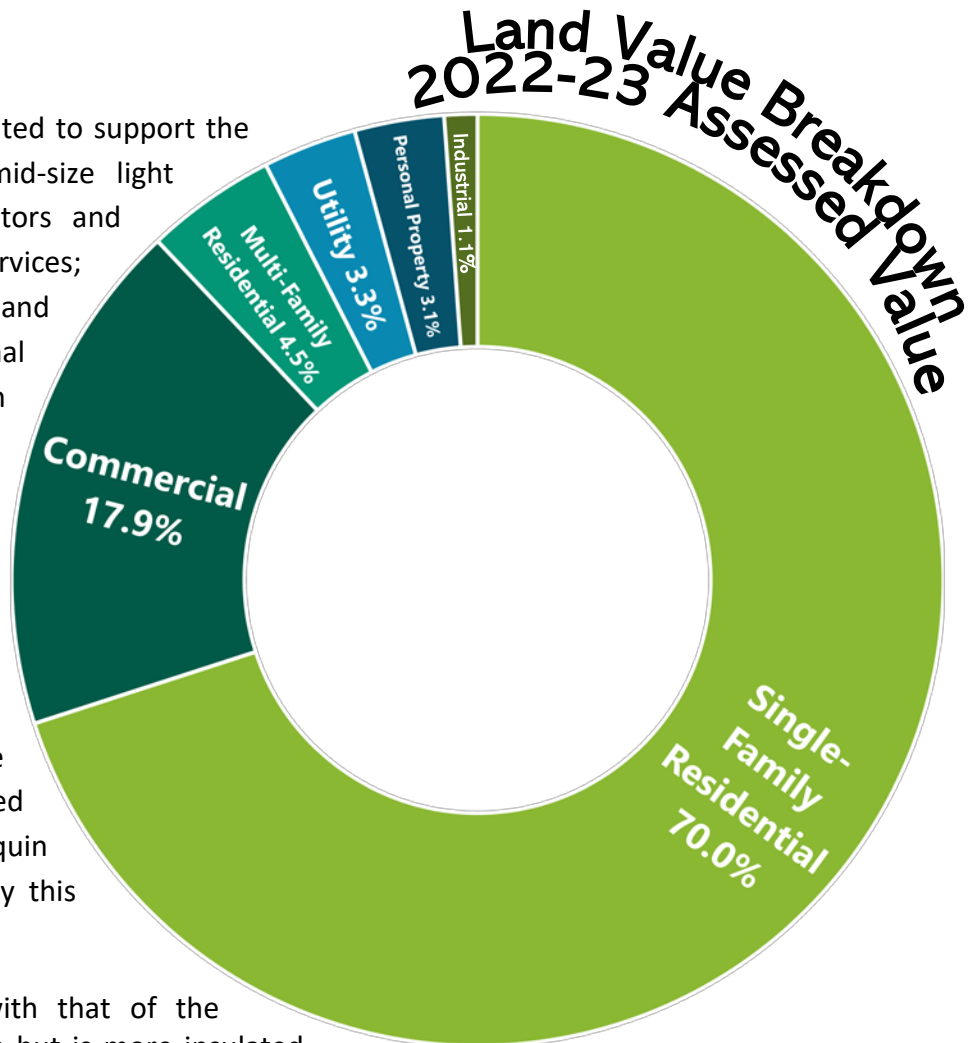
Sherwood’s City limits span four and a half square miles along State Highway 99W via Interstate 5. The rapidly growing city is part of the Willamette Valley located in southwest Washington County. Sherwood is the home of the Tualatin River National Wildlife Refuge to the north, and bordered by Yamhill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

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.



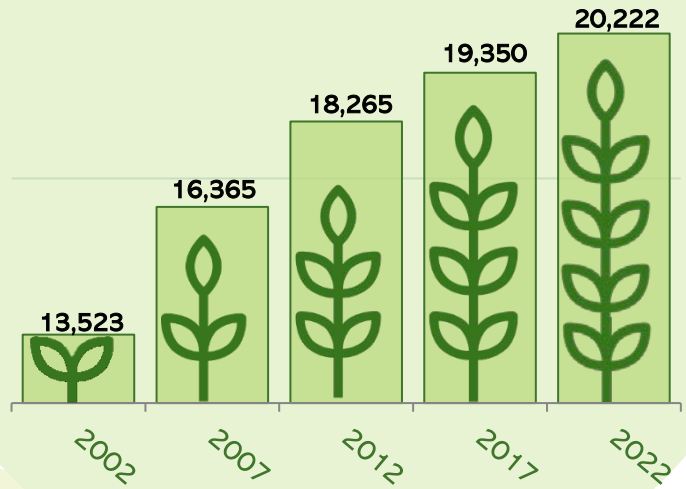
Age 60+	16.30%
Age 40-59	28.30%
Age 20-39	23.10%
Age 0-19	32.30%

Demographics

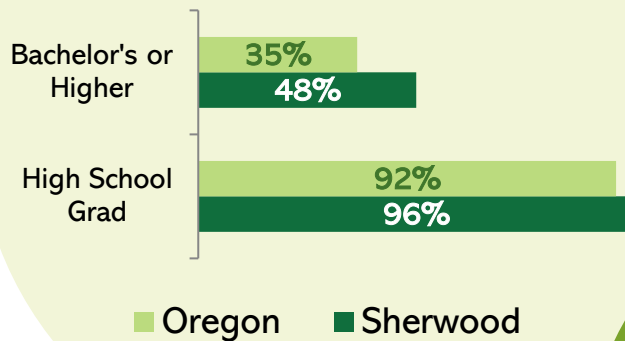
Over the last two decades, Sherwood has been one of the faster growing communities in the State. Between 2002 and 2022, the population has grown 67%. Sherwood has an average of 3.5 people per household as compared to 3.0 in Oregon as a whole. 51% of Sherwood's population is female, as compared to 51% in Oregon as a whole.

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.

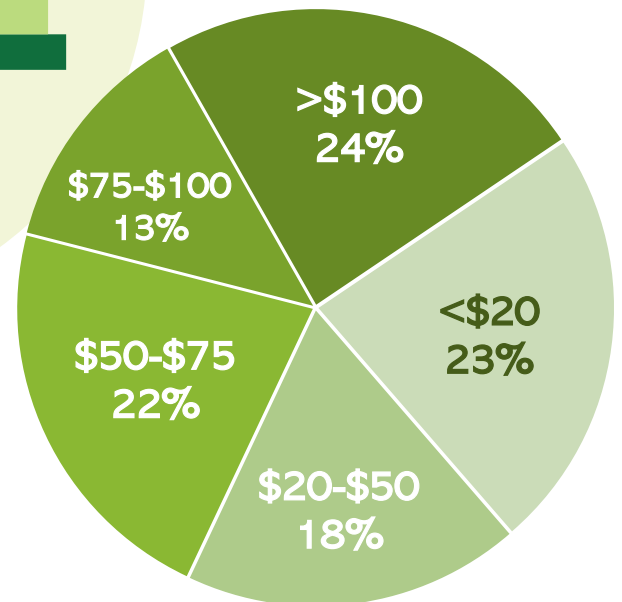
City of Sherwood Population



Population Age 25 and Over

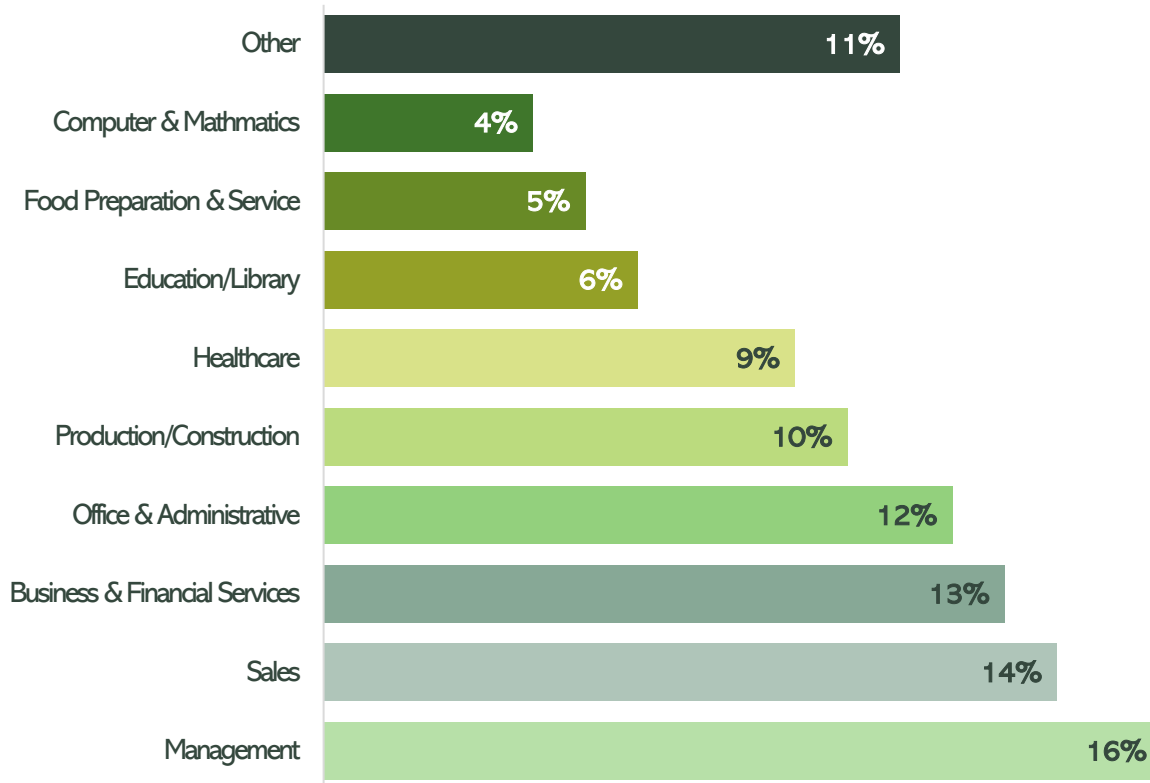


Household Income Distribution (\$'s in thousands)



Population Age Distribution

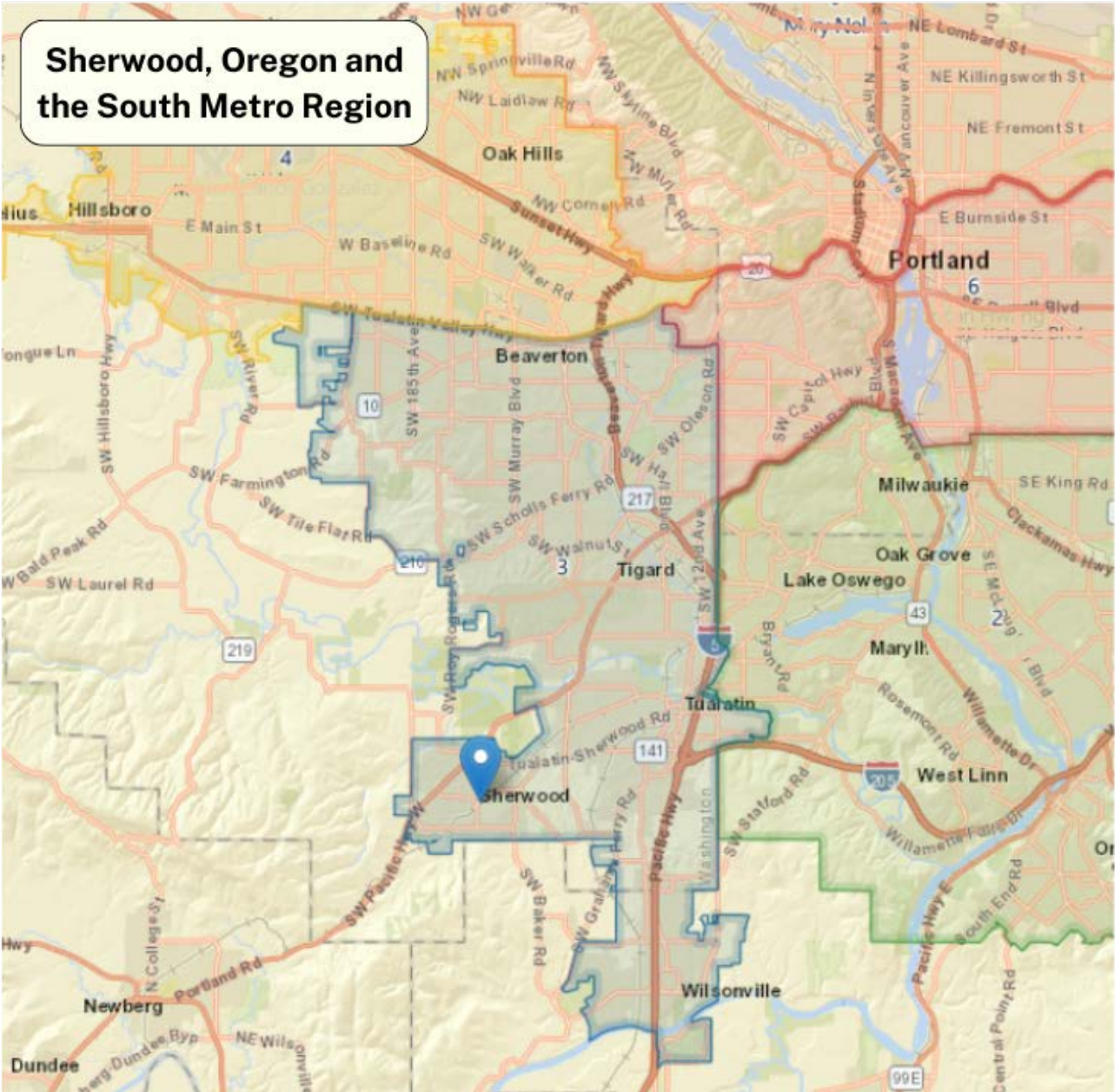
Job Types Held by Sherwood Citizens



PRINCIPAL EMPLOYERS		
<i>Employer</i>	<i>Employees</i>	<i>% of Total City Employment</i>
LAM Research Corporation	282	5%
Wal-Mart Stores Inc.	268	5%
Allied Systems Company	220	4%
Target Store T1868	181	3%
NW Natural Gas	179	3%
Home Depot USA, Inc.	179	3%
Safeway #1800	147	3%
PNW Flatwork dba Fettig	140	3%
Treske Precision Machining	135	2%
First Student Inc.	110	2%
Total employees: 5495		
<i>Source: City of Sherwood Business License Database</i>		

Principal Taxpayers Current Year and Nine Years Ago						
Taxpayer	2023			2014		
	Taxable Assessed Value	Rank	Percentage of Total Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Assessed Value
Portland General Electric	\$32,240,000	1	1.4%	\$12,483,000	6	0.8%
WalMart Stores, Inc	\$29,657,452	2	1.3%	N/A	-	0.0%
MGP XProperties LLC	\$23,493,650	3	1.0%	N/A	-	0.0%
Mountain High Apartment LLC & TSL Sherwood, LLC	\$20,851,880	4	0.9%	N/A	-	0.0%
Big Sunfield Lakes, OR, LLE	\$19,940,490	5	0.9%	\$15,282,760	4	1.0%
Target Corporation	\$17,106,920	6	0.7%	\$15,664,061	2	1.0%
Creekview Crossing SPE, LLC	\$16,699,760	7	0.7%	\$12,799,010	5	0.8%
Sherwood Senior Living, LLC	\$16,006,850	8	0.7%	N/A	-	0.0%
Northwest Natural Gas Co	\$14,064,000	9	0.6%	\$15,663,880	3	1.0%
Tacke LLC & LAF LLC	\$13,475,666	10	0.6%	N/A	-	0.0%
Retail Property Partners	N/A	-	0.0%	\$18,467,240	1	1.2%
Allied Systems Company	N/A	-	0.0%	\$11,042,820	7	0.7%
Juniper Ridge Investments	N/A	-	0.0%	\$10,278,620	8	0.7%
Home Depot USA, Inc.	N/A	-	0.0%	\$9,883,867	9	0.6%
JPMC C 2006-CIBC14 12 th St	N/A	-	0.0%	\$7,960,610	10	0.5%
<i>Total:</i>	\$171,296,668		7.3%	\$127,953,768		7.6%

Source: Washington County Assessor's records



Mission Statement

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



Overarching Pillars, Goals & Deliverables

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.

Pillar 1: Economic Development				
Goals:	<ul style="list-style-type: none"> Promote Strong Diverse Economic Growth Opportunities Build Infrastructure to Support New Commercial and Industrial Development Balancing the Tax Base Work with Metro and regional partners to bring Sherwood West land into UGB Bring Jobs to Sherwood that provide wages that allow people to live and work in Sherwood Sherwood West Planning Tonquin Employment Area Prioritization of Infrastructure Development Deliverables for Best ROI 			
	Deliverables:	Deliverable Time Frame		
		0-1 Year	2-3 Years	3+ Years
	Deliverable 1:1 Improve Development Code to promote stronger economic development 1:1(a) Code Audit and Stakeholder Meetings to Determine Opportunity for Improvement 1:1(b) Process Amendments	X	X	
	Deliverable 1:2 Create Annexation Policies & Processes to manage our growth goals as it relates to infrastructure, school capacity, & long-term community needs	X		
	Deliverable 1:3 Target Metrics for Jobs/Housing Balance	X		
	Deliverable 1:4 Completion and Adoption of Sherwood West Re-Look Plan	X		
	Deliverable 1:5 Decision to ask Metro to include Sherwood West into the UGB	X	X	
Deliverable 1:6 Annexation Plan/Policy of Tonquin Employment Area	X			

Pillar 2: Infrastructure				
Goals:	<ul style="list-style-type: none"> • Build Pedestrian Connectors between Sherwood East and West • Continue to invest in Sherwood Broadband Utility as an Important infrastructure for Sherwood and Beyond • New Public Works Facility • Investment in Cyber and Network Security • Invest in Business Process Improvements 			
Deliverables:		Deliverable Time Frame		
		0-1 Year	2-3 Years	3+ Years
Deliverable 2:1 Improve Development Code to Promote stronger economic development		X	X	
Deliverable 2:2 Sherwood 99 Pedestrian Bridge 2:2 (a) Sherwood 99 Pedestrian Bridge 100% Design 2:2 (b) Sherwood 99 Pedestrian Bridge Construction		X X	X	
Deliverable 2:3 Cedar Creek Pedestrian Tunnel 2:3 (a) Cedar Creek Pedestrian Tunnel Feasibility Study 2:3 (b) Cedar Creek Pedestrian Tunnel 30% Design Study		X X	X	
Deliverable 2:4 Complete Sherwood Broadband Fiber to the Home Build Out		X	X	
Deliverable 2:5 Complete YMCA Agreement		X		
Deliverable 2:6 Purchase and/or replace antiquated software			X	
Deliverable 2:7 Reconfigure existing software to adapt to current needs		X		
Deliverable 2:8 Address remote workforce needs		X		
Deliverable 2:9 Implementation Plan for Parks Master Plan		X		
Deliverable 2:10 Develop Shovel Ready Fiber Expansion Projects		X	X	X

Pillar 3: Livability and Workability			
Goals:	<ul style="list-style-type: none"> • Continue to Support and Enhance Senior Services • Trails and Walkability • Promote and monitor diverse housing that will accommodate a wide variety of life stages and needs • Public Art • Mental Health and Wellness • Investment in Community Gathering Spaces or Community Enhancements • Investment in Parks (Acquire New Land for Parks and Expansion and Improvements of Current Parks) 		
	Deliverables:	Deliverable Time Frame	
		0-1 Year	2-3 Years
		3+ Years	
	Deliverable 3:1 Consider Obtaining Age Friendly City Certification	X	
	Deliverable 3:2 Design Concepts for single-story flex building on lot in front of Arts Building		X
	Deliverable 3:3 Design Plan for Cedar Creek Trail Amenities	X	
	Deliverable 3:4 Public Art in Roundabouts (2x)	X	X
	Deliverable 3:5 Build Festival Plaza	X	
	Deliverable 3:6 Create Public Arts Fund to Utilize for Grants	X	X
	Deliverable 3:7 Monitor Housing, Track Progress on Issues, Actively Participate, as Needed, with Legislature and Rule Making Committees		
	3:7 (a) Develop Annual Report on Housing	X	
	3:7 (b) Staff Participate in Rule Making & Monitor and Track Changes	X	
	Deliverable 3:8 Employee and City volunteer recognition and appreciation programs	X	
	Deliverable 3:9 Programs to encourage innovation and creative solutions and ideas	X	
	Deliverable 3:10 Involve the Community and other government partners in discussions on the Importance of Community	X	

Pillar 4: Public Safety				
Goals:	<ul style="list-style-type: none"> Public Safety Planning Collaborate with School District Promote Bike and Pedestrian Safety Promote Driver Safety 			
	Deliverables:	Deliverable Time Frame		
		0-1 Year	2-3 Years	3+ Years
	Deliverable 4:1 Funding Additional SRO		X	
	Deliverable 4:2 Enhance Visibility and Use of Police Reserve Program		X	
	Deliverable 4:3 Work with SSD on Safe Route to School Programs	X		
	Deliverable 4:4 Programs to Recruit and Retain Officers	X	X	X
	Deliverable 4:5 Identify and Complete Infill for Sidewalk Improvements/ADA	X		
	Deliverable 4:6 Develop an Action Plan with County to Improve Safety on County Owned Roads in Sherwood and UGB	X	X	
Deliverable 4:7 Charge Traffic Safety Committee to Review Speed Limits in City Limits	X			

Pillar 5: Fiscal Responsibility				
Goals:	<ul style="list-style-type: none"> Pursue New Internal and External Revenue Sources Efficient Service Delivery 			
	Deliverables:	Deliverable Time Frame		
		0-1 Year	2-3 Years	3+ Years
	Deliverable 5:1 Pursue Federal Grants and Monies	X		
	Deliverable 5:2 Pursue State Grants and Monies	X		
	Deliverable 5:3 Complete Banking RFP	X		
Deliverable 5:4 Organizational Assessment and Review on Delivery of Services	X	X		

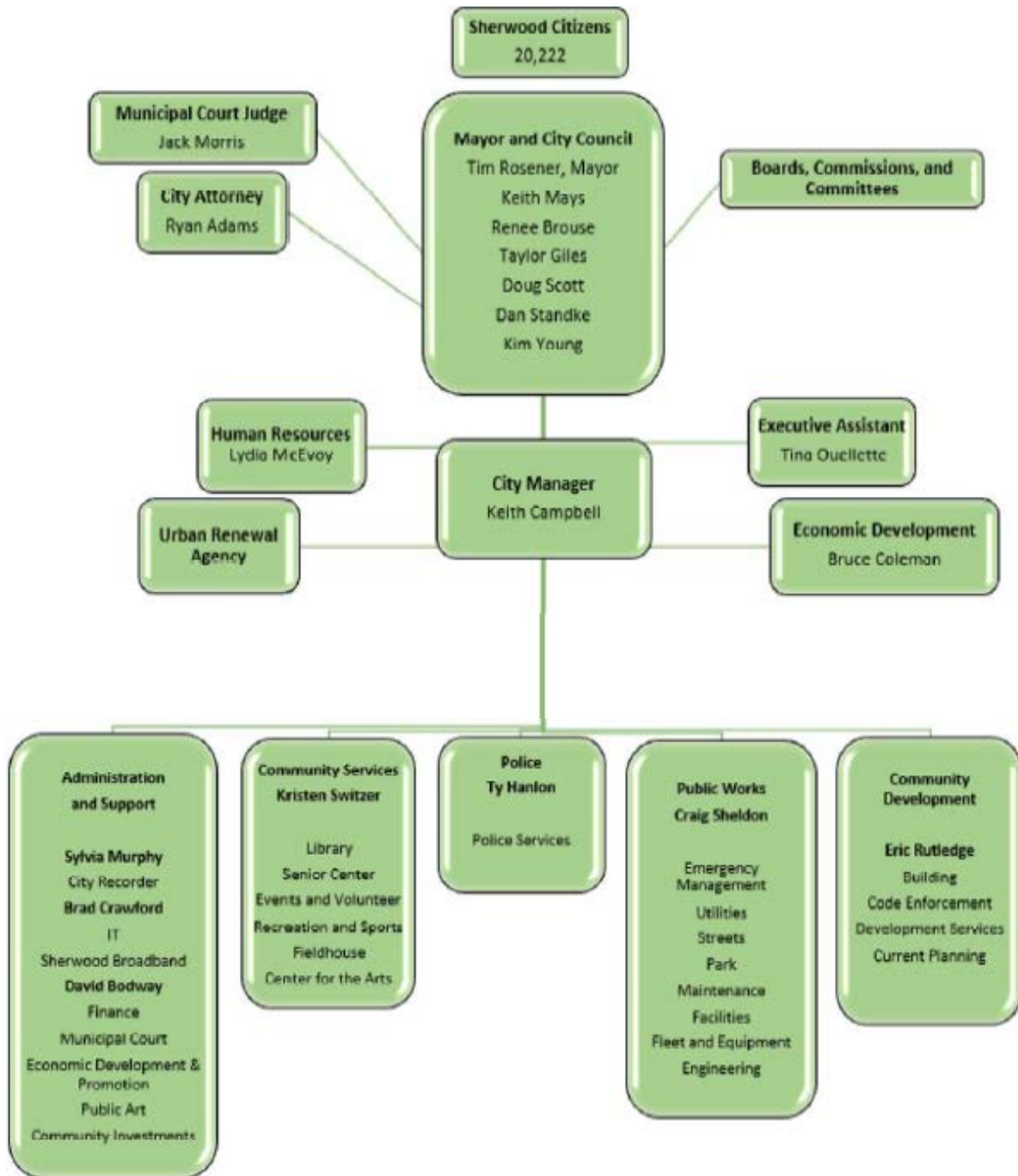
Pillar 6: Citizen Engagement				
Goals: <ul style="list-style-type: none"> • A Communication Plan that is Comprehensive and Strategic to Modernize City-Wide Communication • A High Level of Customer-Centric Approach to Citizens Engaging with the City • Diversity, Equity, Inclusion, and Accessibility • Engaging with Youth • Efficient Management of Meetings for All Boards and Commissions 	Deliverable Time Frame			
	Deliverables:	0-1 Year	2-3 Years	3+ Years
	Deliverable 6:1 Create new Website Platform and Enhance Social Media	X		
	Deliverable 6:2 Evaluate billing of Broadband as it relates to customer service and workload to staff	X	X	
	Deliverable 6:3 Utilize modern communication tools (mobile surveys, text messaging) to solicited feedback from residents		X	
	Deliverable 6:4 Track, respond and analyze citizen requests through a customer relationship management system		X	
	Deliverable 6:5 Consider Engagement/Communication Specialist		X	
	Deliverable 6:6 Develop a comprehensive approach to doing surveys that enables the organization to improve both the	X		
	Deliverable 6:7 Continue to refine our marketing materials for industry		X	
	Deliverable 6:8 Refine Branding		X	
	Deliverable 6:9 Create a City Statement on DEIA	X		
	Deliverable 6:10 Review and Update hiring processes through DEIA	X		
Deliverable 6:11 Consider Youth Advisory or Similar	X			

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 five-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 current 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.

Budget Calendar

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.

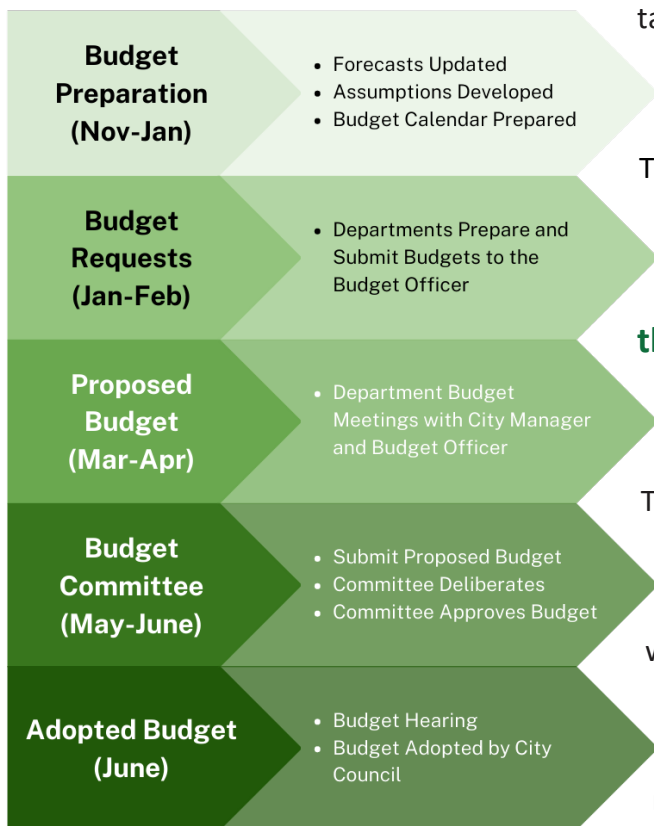
The City’s fiscal year begins July 1 and ends June 30.

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.

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 will begin to support the Center for the Arts.

Public Art Fund – accounts for funding provided by the General Fund. This fund is newly established and was created to provide funding to encourage art within the community and promote tourism within the city.

Community Investment Fund – accounts for a one-time transfer of reserves from the General Fund. This fund is newly established and was created to help support various projects and needs the city has.

Economic Development and Promotion Fund – accounts for funding provided by the General Fund. This fund is newly established and will begin to assist in promoting and sponsoring local events as well as assist with business retention, expansion, and recruitment.

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, Public Art, Economic Development and Promotion, Community Investment Funds (Non-Major)	Street Operations (Major)	Street Capital (Non-Major)
Administration City Council, City Recorder, City Manager, City Attorney IT, HR, Finance, Court	X					
Community Development Planning, Building	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, Engineering	X					
General Construction		X				
Debt Service			X			
Transient Lodging Tax (TLT)				X		
Public Art				X		
Economic Development and Promotion				X		
Community Investment				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

Fund Structure, Appropriation Level, and Major/Non-Major Fund Designation - Continued				
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 2020-21	Actual 2021-22	Adopted Budget 2022-23	Adopted Budget 2023-24
Utility Fees	\$ 10,776,733	\$ 10,695,312	\$ 11,655,702	\$ 12,191,060
Taxes	6,867,548	6,813,554	7,830,570	7,880,818
Infrastructure Fees	1,329,811	4,094,775	1,125,000	4,590,581
Franchise Fees	2,141,407	2,191,084	2,337,000	2,538,500
State Shared Revenue	2,544,505	2,854,767	2,724,026	2,952,242
Intergovernmental	4,191,616	2,398,473	8,155,708	6,240,046
Fines and Forfeitures	2,126,825	2,089,239	2,328,600	1,903,100
Charges for services	2,015,104	3,239,936	2,858,814	2,096,295
Licenses and permits	68,564	84,846	86,500	83,500
Interest and Other Revenue	489,686	552,051	843,221	1,383,884
Transfers In	2,332,686	830,439	6,251,917	6,404,088
Sale of Fixed Assets	10,946	10,725	-	8,000
Debt Proceeds	10,735,580	24,952,103	-	-
Total Current Resources	\$45,631,010	\$ 60,807,304	\$ 46,197,058	\$ 48,272,114
Beginning fund balance	\$41,940,815	\$ 42,395,849	\$ 66,098,682	\$ 63,015,935
Total Resources	\$87,571,825	\$103,203,153	\$ 112,295,740	\$111,288,049

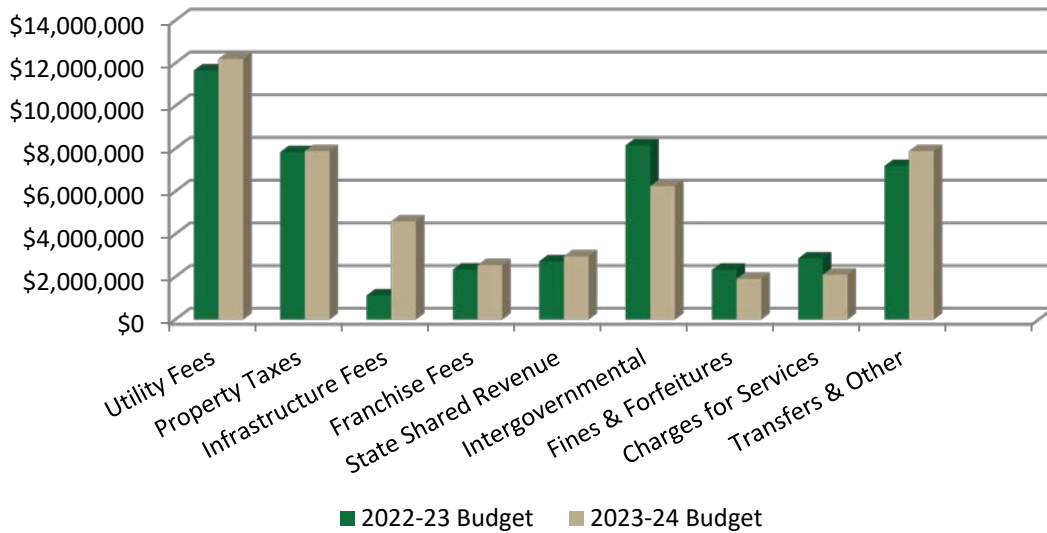
Detail of Transfers between Funds:

	Transfer From: Fund	Transfer To:					
		General Fund	Public Art	Economic Development & Promotion	Community Investment	General Construction	Street Capital
1	General Fund	\$ -	\$ 123,086	\$ 246,172	\$ 4,089,130	\$ -	\$ -
2	TLT Fund	527,512	-	-	-	-	-
3	Grants Fund	5,050	-	-	-	-	-
4	Street Operations Fund	-	-	-	-	-	763,138
5	Street Capital Fund	-	-	-	-	650,000	-
	Total	<u>\$ 532,562</u>	<u>\$ 123,086</u>	<u>\$ 246,172</u>	<u>\$ 4,089,130</u>	<u>\$ 650,000</u>	<u>\$ 763,138</u>

Purpose:

- 1 Transfer for newly created city Funds
- 2 Transfer to support Center for the Arts
- 3 Transfer for administrative costs incurred
- 4 Transfer for capital Projects
- 5 Transfer for Cedar Creek Trail projects

All Revenue for all Funds



All Revenue for all Funds as a Percent



Utility Fees	25%	Franchise Fees	5%	Fines & Forfeitures	4%
Property Taxes	16%	State Shared Revenue	6%	Charges for Services	4%
Infrastructure Fees	10%	Intergovernmental	13%	Transfers & Other	16%

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 2021 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, receive property taxes calculated on the increased assessed values, and uses the taxes to pay debt service on the borrowings.

The current agency opened in FY2020-21. The assessed value in the district was determined at the start date of the agency 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 will receive 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 URAs incremental value.

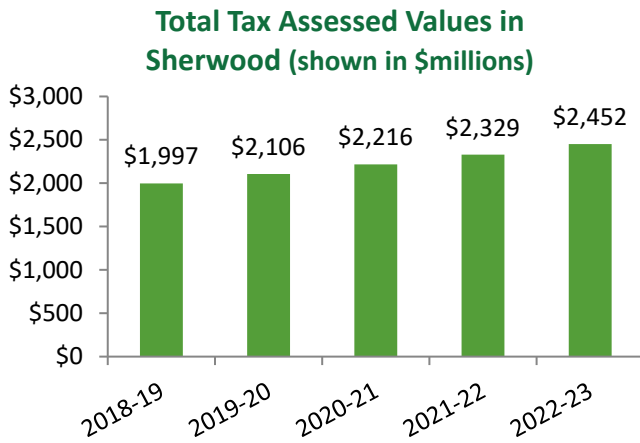
Property taxes for the URA is a portion of the permanent rate levy for the City and each overlapping tax district, not an addition to the tax base.

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.

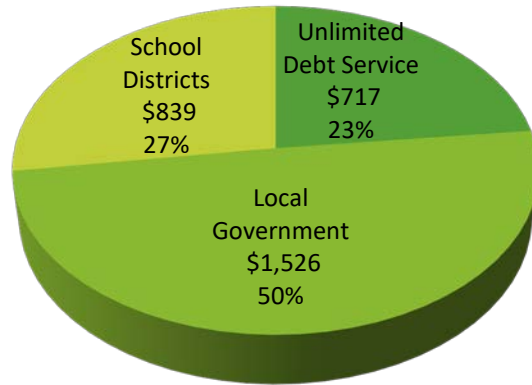
The Agency will cease to exist after it has incurred and repaid the maximum indebtedness specified in the plan: For the FY2020-21 URA plan \$166,600,000.

Revenue & Expenditures

Overview of Major Revenue Sources



Average Assessed Property Tax on a \$500,000 Home in Sherwood



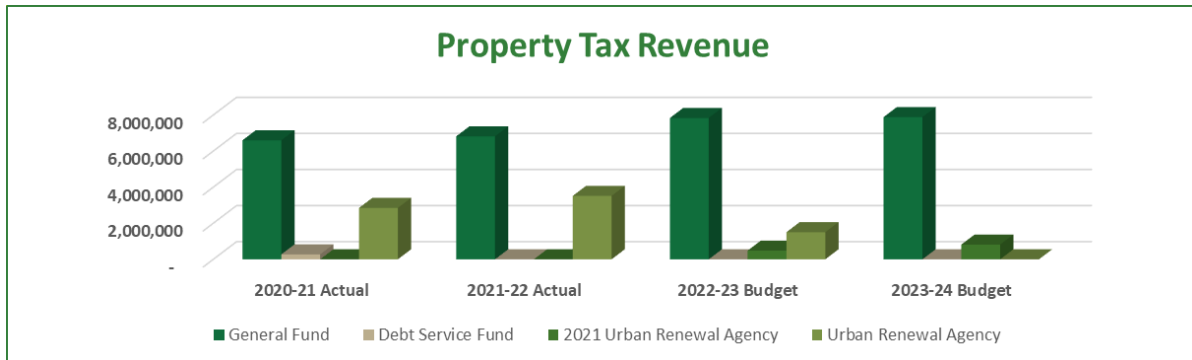
Local Governments include City of Sherwood, Washington County, Sherwood 2021 Urban Renewal Agency, Tualatin Valley Fire and Rescue, Metro, Port of Portland and Tualatin Soil and Water Conservation District.

School Districts include Sherwood School District, Portland Community College and ESD – NW Regional.

Property Tax Allocation



Property taxes represent approximately 45% of General Fund revenue.

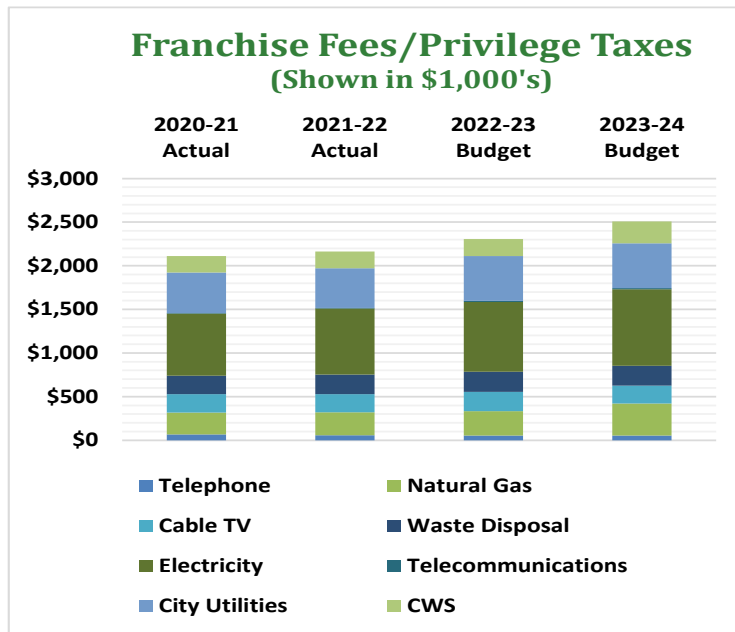


Infrastructure Development Fees

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

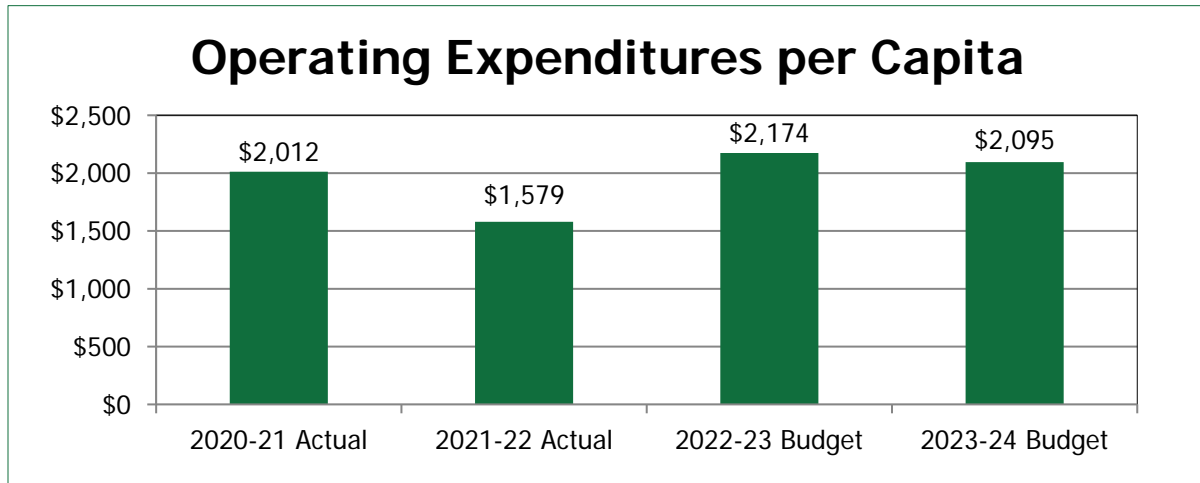


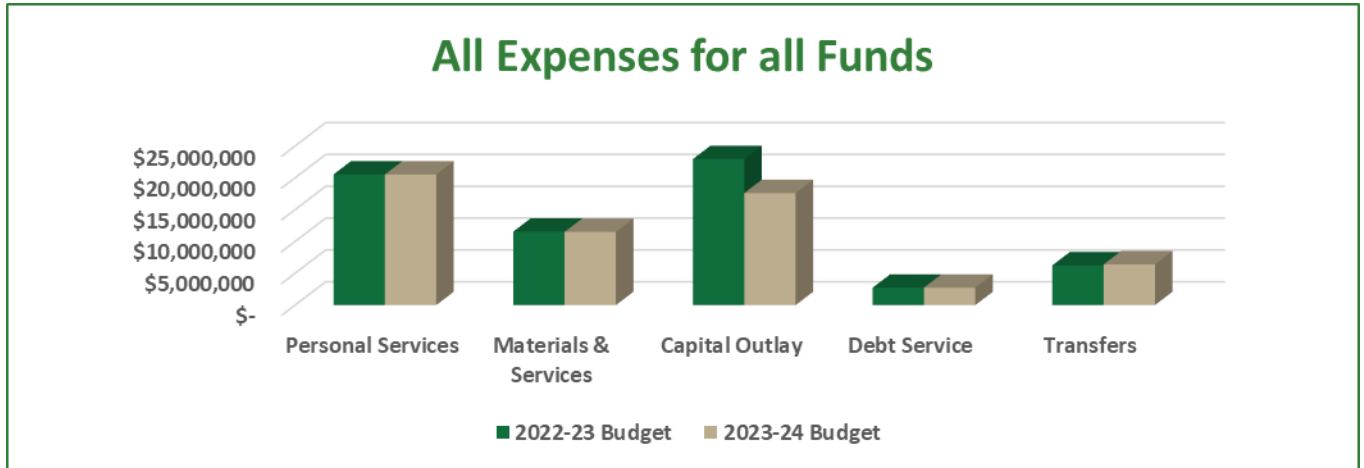
City-Wide Expenses by Category

Summary of Expenditures by Category

	Actual 2020-21	Actual 2021-22	Adopted Budget 2022-23	Adopted Budget 2023-24
Personal Services	\$ 14,775,071	\$ 15,701,116	\$ 20,546,098	\$ 20,529,121
Materials and Services	9,958,537	11,672,996	11,551,140	11,525,125
Capital Outlay	5,229,275	6,603,219	22,963,557	17,724,180
Debt Service	12,880,404	2,296,700	2,742,658	2,744,671
Transfers Out	2,332,686	830,439	6,254,222	6,404,088
Total Current Expenses	45,175,973	37,104,469	64,057,676	58,927,185
Ending Fund Balance	42,395,852	66,098,684	48,238,064	52,360,864
Total Uses	\$87,571,825	\$103,203,153	\$ 112,295,740	\$111,288,049

Citywide operating costs are budgeted to decrease 5.0% in FY2023-24, in part due to less Capital purchases. This resulted in a decrease 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

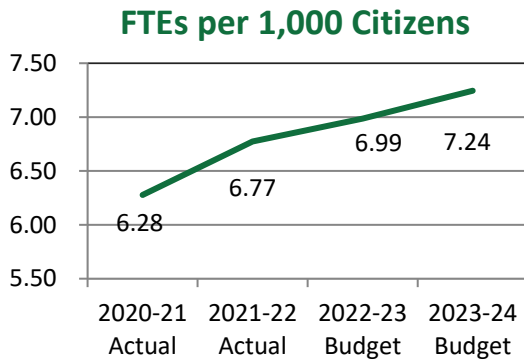


Revenue & Expenditures Overview of Major Categories of Expense

Personal Services

Full-Time Equivalent (FTE)

The following compares City staffing to population growth.



Positions added in this budget are below:

- Communications / Marketing Manager (+0.5 FTE) in Administration
- Communications / Marketing Manager (+0.5 FTE) in Broadband
- HR Specialist (+0.5 FTE) in Administration
- Finance Tech (+0.5 FTE) in Administration
- Administrative Assistant I (+0.25 FTE) in Community Services
- Maintenance Worker II (+1 FTE) in Utilities

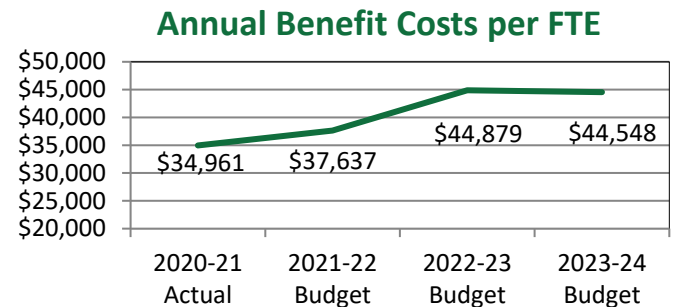
Wages

The budget includes a 4% cost of living increase as of July 1 for all employees.

Benefits

The major benefits are health insurance and PERS. Employee insurance costs are budgeted to increase an average of 2.5% for employees on the Regence plan and 8.35% for employees on the Kaiser plan in FY2023-24. Overall benefit costs increased, mainly due to increases in insurance rates and the number of positions added in this budget.

The average cost of benefits per employee is shown in the following graph:



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

	FY21-22	FY22-23	*FY23-24
Tier 1 & 2	26.54	26.54	27.52
OPSRP	20.53	20.53	21.96
OPSRP Police	24.89	24.89	26.75

*At the time of publication, the current percentage breakdown of total employees in each PERS Tier listed above is as follows:

Tier 1 & 2:	17.45%
OPSRP:	69.29%
OPSRP Police:	13.26%

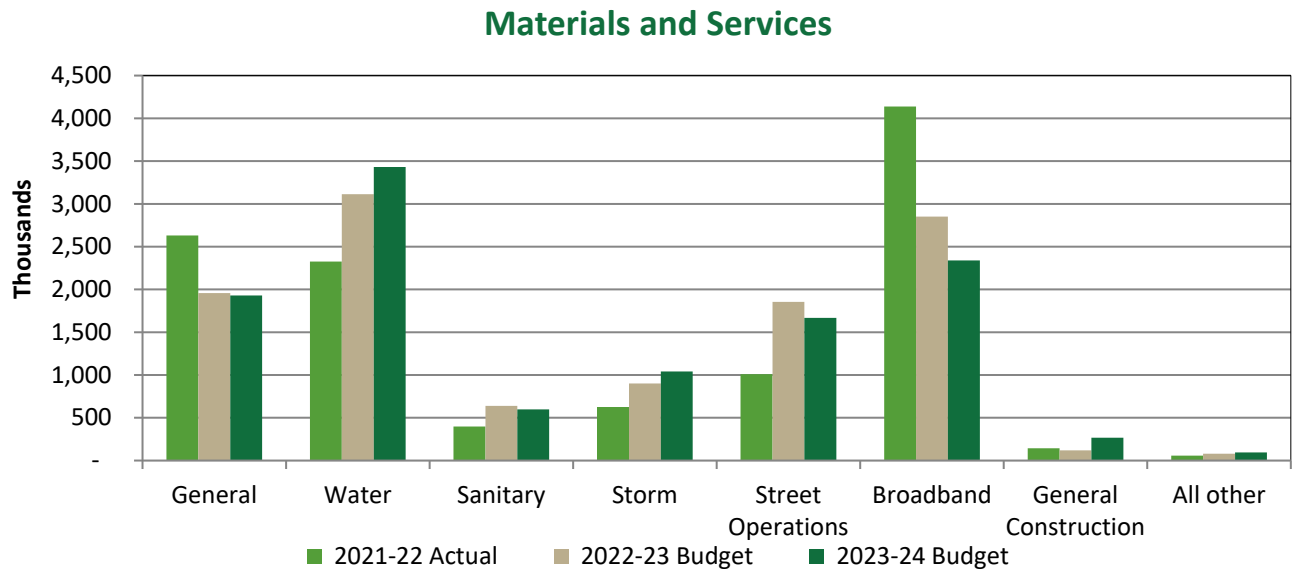
Revenue & Expenditures Overview of Major Categories of Expense

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 remain similar to prior years in FY2023-24. The comparison of total materials and services expenses by fund is shown below.



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 50. 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 FY2023-24 capital outlay budgeted expenditures for vehicles and equipment are:

Program	Purchase	Cost
Fleet	Electric Jeep for CD	\$40,000
Fleet	Van for Facilities	60,000
Fleet	Police Department Vehicle	75,000
Fleet	Police Department Vehicle for PIO Officer	75,000
Fleet	Replace Plow for Parks and Utilities	280,000
Fleet	John Deere 855 Ventrac for Parks and Utilities	40,000
Fleet	Gravelly Walk Behind for Parks	9,000
Fleet	Small Snowplow for Streets	12,500
Facilities	Civic Water Heater	20,000
Facilities	Sr. Center Siding and Window Replacement	383,635
Total Capital Outlay		\$995,135

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 2021 URA capital projects. There are intergovernmental agreements for the URA to make the debt service payments on the existing URA loans used to construct capital assets.

Business-type activities include three loans for water projects to provide a long-term water solution for the City and two long term loans for the expansion of Sherwood 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.

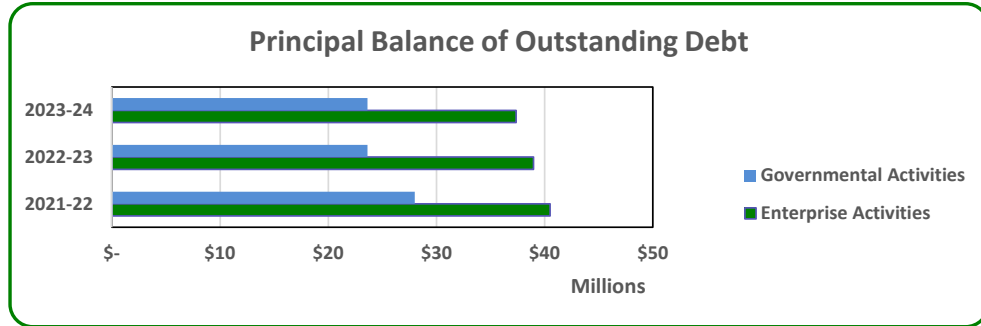
General Obligation Bond Limitations

Total assessed value on January 1, 2022:	<u>\$ 2,451,615,328</u>
Debt limitation: 3% of total assessed value	73,548,460
Debt outstanding at June 30, 2023:	
General obligation bonds outstanding	-
Less amount available for repayment of GO bonds	-
Net debt outstanding that is subject to limitation	-
Amount of GO bonds that could be issued	<u>\$ 73,548,460</u>

Summary of Long-Term Debt

	Original Amount	Outstanding June 30, 2023	Principal Pmt FY2023-24
Governmental activities			
Long-term Loans 2021 URA:			
2021 Series A Full Faith and Credit (interest 2.716%)	\$ 3,975,300	\$ 3,975,300	\$ -
2021 Series B Full Faith and Credit (interest 4.0%)	19,640,000	<u>19,640,000</u>	-
Total Governmental Activities		<u>23,615,300</u>	-
Business-type Activities			
Long-term Obligations for Water activities			
2021 Water Refinancing (interest 2.4%)	8,895,000	7,880,000	480,000
2017 Water Refinancing (interest 3.83%)	9,189,000	5,371,000	666,000
2022 Water Issuance (interest 3.43%)	9,540,000	9,245,000	340,000
Long-term Obligations for Broadband activities			
2019 Broadband Expenasion (interest 2.51%)	2,000,000	1,520,920	121,772
2021 Series A Full Faith and Credit (interest 2.716%)	14,954,700	<u>14,954,700</u>	-
Total Business-type Activities		<u>38,971,620</u>	<u>1,607,772</u>
Total City Activities		<u>\$ 62,586,920</u>	<u>\$ 1,607,772</u>

Long-Term Debt Principal and Interest Schedule



	City Loans				
	Water Fund			Broadband Fund	
	2017 Water Refinancing	2021 Water Refinancing	2022 Water Bonds	2019 Broadband Expansion	2021 Series A Full Faith and Credit
Original Amount	\$ 9,189,000	\$ 8,895,000	\$ 9,540,000	\$ 2,000,000	\$ 14,954,700
Balance at 6/30/23	5,371,000	7,880,000	9,245,000	1,520,920	14,954,700
Payment Source	Water Rates	Water Rates	Water Rates	Broadband Rates	Broadband Rates
Paying Fund	Water	Water	Water	Broadband	Broadband
Year Ending June 30					
2024	781,370	795,200	684,050	159,947	323,103
2025	780,947	791,000	685,450	159,948	323,103
2026	781,169	756,200	686,250	159,947	323,103
2027	781,024	792,000	686,450	159,948	1,227,653
2028	780,514	790,600	686,050	159,947	1,227,599
2029-2033	1,941,300	3,956,600	3,427,450	799,738	6,135,618
2034-2038	-	2,383,800	3,425,000	159,947	6,143,957
2039-2042			2,744,000		3,152,410
	<u>\$5,846,324</u>	<u>\$10,265,400</u>	<u>\$13,024,700</u>	<u>\$1,759,423</u>	<u>\$18,856,546</u>

City Loans for Sherwood Urban Renewal Agency Projects			
	2021 Series A Full Faith and Credit	2021 Series B Full Faith and Credit	Total Debt on behalf of URA
Original Amount	\$ 3,975,300	\$ 19,640,000	\$ 23,615,300
Balance at 6/30/23	3,975,300	19,640,000	23,615,300
Payment Source		Tax Increment	
Paying Fund		URA Operations	
Year Ending June 30			
2024	85,888	785,600	871,488
2025	85,888	785,600	871,488
2026	85,888	785,600	871,488
2027	326,338	785,600	1,111,938
2028	326,324	785,600	1,111,924
2029-2033	1,630,987	3,928,000	5,558,987
2034-2038	1,633,204	3,928,000	5,561,204
2039-2043	837,982	7,706,200	8,544,182
2044-2048	-	11,692,600	11,692,600
2049-2051	-	7,016,000	7,016,000
	<u>\$ 5,012,499</u>	<u>\$38,198,800</u>	<u>\$ 43,211,299</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 FY2023-24 to FY2027-28 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 FY2023-24 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 \$107.1 million. Roughly \$22.7 million of the projects are utility projects, \$22.5 are parks and ground projects and \$61.9 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 \$2.7 million charges for services, and \$12.6 million development taxes. Transportation projects are expected to be funded through \$0.9 million charges for services, \$1.7 million development taxes. Parks and grounds projects are expected to be funded through \$6.8 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 need. 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 24 Through FY 28)						
STREET PROJECTS; INCL STORM AND SANITARY	Estimated Cost	23/24	24/25	25/26	26/27	27/28
Traffic Calming	\$ 700,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Oregon St Design & Construction	8,780,990	225,000	1,326,100	6,075,000	250,000	
Arrow Street Improvements	1,572,972	5,000	1,000,000	525,000		
Oregon-Tonquin Intersection Improvements	2,800,000	500,000	2,100,000	200,000		
Tualatin-Sherwood Rd. Improvements by WashCo DLUT	184,262	20,000	20,000			
Schaumburg from Division to End of Road (Reconstruct) (Storm/San)	1,050,863	251,000	499,281			
Timbrel from Middleton to Sunset (grind and overlay)	111,000	111,000				
Sunset (Eucalyptus to St. Charles) (grind and overlay)	169,544	169,544				
Sunset (St. Charles to Myrica) (grind and overlay)	95,806	95,806				
Sunset (Myrica to Main) (grind and overlay)	194,912	194,912				
Meineke Roundabout	91,876	91,876				
Brookman Road Improvements (99W to Ladd Hill Rd.)	16,000,000		50,000		2,000,000	13,500,000
Transportation System Plan (TSP) Update	460,000		400,000	60,000		
Washington Street Sidewalk Infill, North Side (Stella Olsen Park to Lee Dr)	465,765		56,000	409,765		
Pine Street Improvements Phase 2 (Division St. to Sunset Blvd)	1,850,000		1,850,000			
Sunset Pedestrian Safety Study 99W to Pinehurst	50,000		50,000			
Edy Rd (Terrapin-Houston)	72,533		72,533			
Edy Rd (Houston-Cherry Orchard)	64,694		64,694			
Washington St from Tualatin to Division/Schaumburg (reconstruct)	113,471		113,471			
Sunset (Main to Cinnamon Hill) (grind and overlay)	379,138		379,138			
Sunset (Brittany to Murdock) (grind and overlay)	221,000		221,000			
Edy Road Improvements (Borchers Dr. to Trails End Dr.)	7,900,000			900,000	2,000,000	5,000,000
Edy-Elwert Intersection Improvements (Signal or Roundabout)	5,250,000			250,000	750,000	4,250,000
Elwert Road Improvements (Haede/Handley Rd. to Edy Rd.)	6,000,000			6,000,000		
Oregon Street (Lincoln to Hall) (grind and overlay)	248,747			248,747		
Oregon Street (Orland to Brickyard and 70' east) (reconstruct)	67,467			67,467		
Oregon Street (Lower Roy to Orland) (reconstruct)	42,484			42,484		
Oregon Street (Hall to Lower Roy) (reconstruct)	49,744			49,744		
Willamette St from Orcutt to Pine St. (reconstruct)	87,975			87,975		
Meinecke (Cedarbrook Way to 99w)	275,513			275,513		
Cedar Creek Trail Segment 9a (Design/Construction 99W to Edy)	3,900,000				3,500,000	
Borchers between Edy Road and Daffodil St (grind and overlay)	261,849				261,849	
Borchers between Daffodil St and Roy Rodgers (grind and overlay)	131,022				131,022	
Borchers between Roy Rodgers and Sydney (grind and overlay)	43,450				43,450	
Century between T/S and Sherwood Industrial (grind and overlay)	376,567				376,567	
Cedar Creek Trail Segment 9b (Design/Construction Edy to Roy Rogers)	3,600,000					3,100,000
Langer Farms Parkway North (99W to Roy Rogers)	4,750,000					600,000
Sunset (Cinnamon Hills to Pine) (grind and overlay)	410,078					410,078
Meinecke (99w-Dewey Roundabout)	195,557					195,557
	\$ 69,019,279	\$ 1,764,138	\$ 8,302,217	\$ 15,291,695	\$ 9,412,888	\$ 27,155,635
SANITARY SEWER SYSTEMS	Estimated Cost	23/24	24/25	25/26	26/27	27/28
Brookman Sanitary Trunkline Project - Construction	\$ 3,963,452	\$ 300,000	\$ 2,000,000	\$ 1,500,000	\$ 163,452	
Rock Creek Upsizing Phase 2	4,100,000	2,000,000	1,850,000	250,000		
Rock Creek Upsizing Phase 2	900,557	400,000	275,000			
Brookman Sanitary Trunkline	820,000	503,420				
Sanitary Sewer Master Plan Update	300,000		300,000			
Old Town Laterals	816,000		48,000	48,000	48,000	48,000
	\$ 10,900,009	\$ 3,203,420	\$ 4,473,000	\$ 1,798,000	\$ 211,452	\$ 48,000
STORMWATER SYSTEMS	Estimated Cost	23/24	24/25	25/26	26/27	27/28
Annual Storm Water Quality Facility Refurbishments	\$ 320,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Annual Citywide Catch Basin Remediation Program	420,086	60,000	60,000	60,000	60,000	60,000
Woodhaven Swales	500,000	100,000	100,000	100,000	100,000	100,000
Oregon Street Regional WQF	175,740	100,000	25,000			
2nd and Park Street Stormwater Facility Rehabilitation	335,000	260,000				
Gleneagle Drive Regional Storm New Facility	600,000	275,000				
Stella Olsen Park Drainage Swale Upgrade	160,000	160,000				
Oregon Street Regional WQF - Construction	600,000		150,000	450,000		
Stormwater Master Plan Update	300,000		275,000	25,000		
Fair Oaks Drainage	60,000				60,000	
	\$ 3,470,826	\$ 1,005,000	\$ 660,000	\$ 685,000	\$ 270,000	\$ 210,000

Debt Service & CIP

Current Year Capital Projects

WATER SYSTEMS	Estimated Cost	23/24	24/25	25/26	26/27	27/28
Routine Waterline Replacement	\$ 1,200,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Tualatin / Sherwood Road Widening Project County Conflicts	981,384	638,194	100,000			
WIF Capacity Improvements to 6.2 MGD	813,519	711				
TVWD Capacity Improvements 6.2 to 9.7 MGD	1,612,000	806,000				
WRWTP - 20 MGD Expansion	10,659,944	6,205,101				
Sunset Pump Station (Flex Connections)	55,704	55,704				
Park Row to Division water line upgrade	186,000	186,000				
Wyndham Ridge Pump Station	50,000		50,000			
Resiliency Pipe Improvements - Oregon St Backbone	1,300,000			1,300,000		
SR -1- Sunset Reservoir #1	179,014			179,014		
SR - 2- Sunset Reservoir #2	133,113			133,113		
SR - 3 Kruger Reservoir	156,000			156,000		
SW -4 - Resiliency Upgrade Well #6	61,000					61,000
	\$ 17,387,678	\$ 7,941,710	\$ 200,000	\$ 1,818,127	\$ 50,000	\$ 111,000
General Construction	Estimated Cost	23/24	24/25	25/26	26/27	27/28
Cedar Creek Trail Grade Separate Crossing of Hwy 99	\$ 24,000,000	\$ 200,000			\$ 400,000	\$ 4,000,000
Cedar Creek Trail Supplemental Work	1,282,499	450,000				
Trail Network Expansion Improvements (Infill projects)	1,500,000	150,000	150,000	150,000	150,000	150,000
Tannery Site Cleanup, Pre-Development & Site Grading Project	4,985,077	-	-	1,000,000	3,000,000	850,000
Cleanup Permits, Bid Docs, Env. Enhancement Plans	1,050,000	400,000	600,000	50,000		
Adj. Art Center-design 23/24	1,500,000	180,000	700,000	620,000		
Murdock Park (Infill projects)	2,246,000	150,000		2,096,000		
Skate Park Restroom	215,000		215,000			
Universally Accessible Destination Play Area (Inclusive) (Infill project)	1,750,000			150,000	1,600,000	
Street Restroom Moser PUD (Depends on development)	215,000			215,000		
Site Cleanup Project w/ All Monitoring	4,850,000			1,000,000	3,000,000	850,000
	\$ 43,593,576	\$ 1,530,000	\$ 1,665,000	\$ 5,281,000	\$ 8,150,000	\$ 5,850,000

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 FY23-24 are:

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

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.

Arrow Street Improvements: This project will extend Arrow Street to Langer Farms Parkway. This is joint project with the County.

Oregon Street - Tonquin Rd Improvements: this project will design & ultimately construct either a signal or roundabout at the Oregon-Tonquin intersection and modernize the roundabout nearby at SW Murdock Rd and the road connection between.

Tualatin Sherwood Road Improvements by WashCo DLUT: This project includes widening Tualatin Sherwood Road to include two westbound lanes between Langer Farms Parkway and Borchers. The project is broken into 3 phases extending from Chicken Creek on Roy Rogers to SW 124th Ave and Tualatin Sherwood Rd. This is a joint project with the County.

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

Timbrel from Middleton to Sunset: This project consists of grinding off the existing road surface and overlaying a new surface with storm improvements and upgrading curb ramp improvements within the project area to current American with Disabilities Act standard.

Sunset – Eucalyptus to St. Charles: This project consists of grinding off the existing road surface and overlaying a new surface with upgrading curb ramp improvements within the project area to current American with Disabilities Act standard.

Sunset – St. Charles to Myrica: This project consists of grinding off the existing road surface and overlaying a new surface with upgrading curb ramp improvements within the project area to current American with Disabilities Act standard.

Sunset – Myrica to Main: This project consists of grinding off the existing road surface and overlaying a new surface with upgrading curb ramp improvements within the project area to current American with Disabilities Act standard.

Meineke Roundabout: This project consists of grinding off the existing road surface and overlaying a new surface.

Sanitary Capital Projects

The Sanitary Fund collects SDCs for sanitary infrastructure expansion. Planned projects for FY23-24 are:

Old Town Laterals: This project includes replacing problematic sewer laterals in Old Town to alleviate flow restrictions in the existing sewer. Existing laterals have reached service life limits and replacement is needed on an as needed basis

Rock Creek Sanitary Trunk Line Capacity Upgrade Phase II: 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.

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 FY23-24 are:

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.

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.

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.

Oregon Street Regional Water Quality Facility: This project will design a regional stormwater facility below SW Oregon St and SW Brickyard Terrace that will treat the existing developed upstream basin towards Snyder Park, the portion of SW Oregon St. to be improved between the railroad tracks and Murdock roundabout and the Tannery Site after it's developed.

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

Gleneagle Drive Regional Storm New Facility: This project will design, permit and construct a regional storm facility behind the Sherwood Senior Center, east of SW Gleneagle Drive to treat the existing developed upstream basin and prevent erosion of the downstream open channels & ditches that flow into Cedar Creek.

Stella Olsen Park Drainage Swale Upgrade: This project includes rehabilitating the swale by upgrading the side slopes, increasing bottom width, and overall conveyance capacity.

Water Capital Projects

The Water Fund collects SDCs and user charges for water infrastructure expansion and capital construction. Planned projects for FY23-24 are:

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 projects.

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

WIF – 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.

Sunset Pump Station Flex Connections: This project includes the installation of fittings making the pump station more resilient.

Park Row to Division water line upgrade: This project includes replacing approximately 275 feet of 6" Cast Iron water main with 8" Ductile Iron. We have had 2 main breaks the last 3 years on this section of water main.

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 FY23-24 are:

Cedar Creek Trail Grade Separate Crossing of Hwy 99: This project will complete the Preliminary Design phase for a pedestrian crossing under SW Pacific Hwy at Cedar Creek including determination of the type of bridge or culvert structure that will span the creek & highway.

Cedar Creek Trail Supplemental Work: This project consists of designing & constructing a feeder trail between the new regional trail and SW Sherwood Blvd, and will restore the visual corridor landscaping & an acoustic fence along SW Alexander Lane.

Trail Network Expansion Improvements: This project will conduct feasibility work which includes preliminary solutions to design issues and updated cost estimates on a portion of trail (P 14) from the future undercrossing of the Cedar Creek Trail (Highway 99 to SW. Elwert Road).

Tannery Site Cleanup, Pre-Development & Site Grading Project: This is the first phase of the project and will acquire the Tannery Site properties fee simple from Washington County after the City's consultant completes a Prospective Purchaser Agreement (PPA), and the project will also produce a refreshed scope, schedule and budget for the second phase of the project.

Tannery Site Cleanup permits, bid docs, env. Enhancement Plans: This is the second phase of the project and will begin in FY 23-24 after the City issues a formal RFP to hire a full-service consulting firm to help obtain grants, produce plans, obtain environmental & construction permits to ultimately get the site cleaned-up, pre-graded, environmental restoration work completed, and get the site finish graded and prepped to develop into a future public use, preferably a new Public Works Facility and Yard.

Adj. Art Center-design: This project will evaluate development options for the gravel lot northwest of the Sherwood Center for the Arts, next to the railroad tracks, and complete design plans to further develop this gravel area.

Murdock Park Infill Projects: Create a master plan to guide future improvements

Budget Detail

City in Total

Actual 2020-21	Actual 2021-22	Budget 2022-23		Proposed 2023-24	Approved 2023-24	Adopted 2023-24
			RESOURCES			
\$41,940,815	\$ 42,395,849	\$ 66,098,682	Beginning fund balance	\$ 63,015,935	\$ 63,015,935	\$ 63,015,935
			Revenue			
6,867,322	6,813,554	7,830,570	Taxes	7,880,818	7,880,818	7,880,818
2,141,407	2,191,084	2,337,000	Franchise Fees	2,538,500	2,538,500	2,538,500
68,564	84,846	86,500	Licenses and permits	83,500	83,500	83,500
6,736,121	5,253,240	10,879,734	Intergovernmental	9,192,288	9,192,288	9,192,288
12,791,837	13,935,248	14,514,516	Charges for services	14,287,355	14,287,355	14,287,355
1,329,811	4,094,775	1,125,000	Infrastructure development	4,590,581	4,590,581	4,590,581
2,616,738	2,641,290	3,171,821	Fines, interest and other	3,286,984	3,286,984	3,286,984
<u>32,551,799</u>	<u>35,014,038</u>	<u>39,945,141</u>	Total revenue	<u>41,860,026</u>	<u>41,860,026</u>	<u>41,860,026</u>
			Other sources			
2,332,686	830,439	6,251,917	Transfers in	6,404,088	6,404,088	6,404,088
10,946	10,725	-	Sale of fixed assets	8,000	8,000	8,000
-	-	-	Capital Lease Proceeds	-	-	-
10,735,580	24,952,103	-	Issuance of long-term debt	-	-	-
<u>13,079,212</u>	<u>25,793,267</u>	<u>6,251,917</u>	Total other sources	<u>6,412,088</u>	<u>6,412,088</u>	<u>6,412,088</u>
87,571,825	103,203,153	112,295,740	Total resources	111,288,049	111,288,049	111,288,049
			REQUIREMENTS			
			Expenditures			
			Personal services			
9,662,728	10,133,828	12,910,685	Salaries and wages	12,685,093	12,685,093	12,685,093
812,162	949,258	1,208,713	Payroll taxes	1,317,784	1,317,784	1,317,784
4,300,181	4,618,030	6,426,701	Benefits	6,526,244	6,526,244	6,526,244
<u>14,775,071</u>	<u>15,701,116</u>	<u>20,546,098</u>	Total personal services	<u>20,529,121</u>	<u>20,529,121</u>	<u>20,529,121</u>
			Materials and services			
3,100,881	3,223,280	2,916,508	Professional & technical	2,910,945	2,910,945	2,910,945
3,496,248	3,157,296	4,844,472	Facility and equipment	4,715,997	4,715,997	4,715,997
1,782,751	2,124,727	2,401,320	Other purchased services	2,648,749	2,648,749	2,648,749
783,742	2,976,890	1,053,726	Supplies	1,034,400	1,034,400	1,034,400
501,546	18,372	43,321	Community activities	46,200	46,200	46,200
200,004	205,339	364,700	Minor equipment	450,220	450,220	450,220
109,933	30,781	82,000	Other materials & services	34,000	34,000	34,000
(16,568)	(63,690)	(154,907)	Cost Allocation	(315,386)	(315,386)	(315,386)
<u>9,958,536</u>	<u>11,672,996</u>	<u>11,551,140</u>	Total materials & services	<u>11,525,125</u>	<u>11,525,125</u>	<u>11,525,125</u>
			Capital outlay			
-	620,235	-	Land	-	-	-
4,770,504	3,892,308	20,118,416	Infrastructure	16,513,268	16,513,268	16,513,268
84,306	479,030	51,541	Buildings	383,635	383,635	383,635
-	27,914	-	Other improvements	110,777	110,777	110,777
246,776	459,750	711,000	Vehicles	250,000	250,000	250,000
127,689	1,123,982	2,082,600	Furniture and equipment	466,500	466,500	466,500
<u>5,229,275</u>	<u>6,603,219</u>	<u>22,963,557</u>	Total capital outlay	<u>17,724,180</u>	<u>17,724,180</u>	<u>17,724,180</u>
<u>29,962,883</u>	<u>33,977,331</u>	<u>55,060,796</u>	Total expenditures	<u>49,778,426</u>	<u>49,778,426</u>	<u>49,778,426</u>
			Debt service			
11,940,045	1,196,882	1,524,791	Principal	1,607,772	1,607,772	1,607,772
798,125	819,776	1,217,867	Interest	1,136,899	1,136,899	1,136,899
142,234	280,041	-	Issuance costs	-	-	-
<u>12,880,404</u>	<u>2,296,700</u>	<u>2,742,658</u>	Total debt service	<u>2,744,671</u>	<u>2,744,671</u>	<u>2,744,671</u>
			Other uses			
2,332,686	830,439	6,254,222	Transfers out	6,404,088	6,404,088	6,404,088
<u>2,332,686</u>	<u>830,439</u>	<u>6,254,222</u>	Total other uses	<u>6,404,088</u>	<u>6,404,088</u>	<u>6,404,088</u>
42,395,852	66,098,684	-	Ending Fund Balance	-	-	-
-	-	1,614,694	Contingency	1,763,948	1,763,948	1,763,948
-	-	46,623,371	Reserved for Future Years	50,596,916	50,596,916	50,596,916
\$87,571,825	\$103,203,153	\$ 112,295,740	Total requirements	\$111,288,049	\$111,288,049	\$111,288,049

Budget Detail

City by Fund

	General Fund	General Construction Fund	Debt Service Fund	Public Art Fund	Economic Development & Promotion Fund	Transient Lodging Tax Fund	Grants Fund	Street Operations Fund	Investment Fund	Street Capital Fund	Water Fund	Sanitary Fund	Storm Fund	Broadband Fund	Adopted 2023-24 Budget
RESOURCES															
Beginning fund balance	\$ 10,242,478	\$ 2,030,102	\$ -	\$ -	\$ -	\$ 376,512	\$ 38,780	\$ 3,547,879	\$ -	\$ 7,360,995	\$ 24,180,611	\$ 2,760,710	\$ 7,502,644	\$ 4,975,225	\$ 63,015,935
Revenue															
Taxes	7,880,818	-	-	-	-	-	-	-	-	-	-	-	-	-	7,880,818
Franchise Fees	2,508,500	30,000	-	-	-	-	-	-	-	-	-	-	-	-	2,538,500
Licenses and permits	83,500	-	-	-	-	-	-	-	-	-	-	-	-	-	83,500
Intergovernmental	2,406,483	-	-	-	-	150,000	101,000	2,040,529	-	-	-	2,978,276	-	1,516,000	9,192,288
Charges for services	1,911,240	86,000	-	-	-	-	-	723,000	-	64,000	6,563,055	832,000	2,760,000	1,348,060	14,287,355
Infrastructure development	-	1,355,013	-	-	-	-	-	-	-	2,287,565	719,532	158,515	69,956	-	4,590,581
Fines, interest and other	2,257,044	65,000	-	2,310	4,430	1,000	-	75,000	39,200	145,000	481,000	67,000	100,000	50,000	3,286,984
Total revenue	17,047,585	1,536,013	-	2,310	4,430	151,000	101,000	2,838,529	39,200	2,496,565	7,763,587	4,035,791	2,929,956	2,914,060	41,860,026
Other sources															
Transfers in	532,562	650,000	-	123,086	246,172	-	-	-	4,089,130	763,138	-	-	-	-	6,404,088
Sale of fixed assets	8,000	-	-	-	-	-	-	-	-	-	-	-	-	-	8,000
Total other sources	540,562	650,000	-	123,086	246,172	-	-	-	4,089,130	763,138	-	-	-	-	6,412,088
Total resources	27,830,625	4,216,115	-	125,396	250,602	527,512	139,780	6,386,408	4,128,330	10,620,698	31,944,198	6,796,501	10,432,600	7,889,285	111,288,049
REQUIREMENTS															
Expenditures															
Personal services															
Salaries and wages	9,600,213	39,072	-	-	-	-	-	368,382	-	75,790	617,171	261,289	519,035	1,204,141	12,685,093
Payroll taxes	975,967	3,895	-	-	-	-	-	43,325	-	7,536	68,731	29,730	60,996	127,604	1,317,784
Benefits	4,880,657	21,564	-	-	-	-	-	178,969	-	42,181	307,804	134,082	256,067	704,920	6,526,244
Total personal services	15,456,837	64,531	-	-	-	-	-	590,676	-	125,507	993,706	425,101	836,098	2,036,665	20,529,121
Materials and services															
Professional & technical	2,160,150	180,000	-	-	10,000	-	84,320	39,300	-	-	150,975	99,400	59,300	127,500	2,910,945
Facility and equipment	1,548,030	6,500	-	-	-	-	-	961,366	-	-	1,768,930	2,450	87,300	341,421	4,715,997
Other purchased services	1,533,475	-	-	-	-	-	-	30,945	-	1,500	590,423	126,549	167,342	198,515	2,648,749
Supplies	479,450	-	-	-	-	-	-	91,500	-	-	138,250	14,050	48,650	262,500	1,034,400
Community activities	46,200	-	-	-	-	-	-	-	-	-	-	-	-	-	46,200
Minor equipment	356,720	-	-	-	-	-	-	7,500	-	-	14,500	10,000	10,000	51,500	450,220
Other materials & services	34,000	-	-	-	-	-	-	-	-	-	-	-	-	-	34,000
Cost Allocation	(4,228,967)	80,821	-	-	-	-	-	536,201	-	157,189	768,021	345,317	668,659	1,357,373	(315,386)
Total materials & services	1,929,058	267,321	-	-	10,000	-	84,320	1,666,812	-	158,689	3,431,099	597,766	1,041,251	2,338,809	11,525,125
Capital outlay															
Infrastructure	-	950,000	-	-	-	-	-	-	-	1,513,138	7,941,710	3,487,420	1,005,000	1,616,000	16,513,268
Buildings	383,635	-	-	-	-	-	-	-	-	-	-	-	-	-	383,635
Other improvements	-	-	-	110,777	-	-	-	-	-	-	-	-	-	-	110,777
Vehicles	250,000	-	-	-	-	-	-	-	-	-	-	-	-	-	250,000
Furniture and equipment	426,500	-	-	-	-	-	-	-	-	-	-	-	-	40,000	466,500
Total capital outlay	1,060,135	950,000	-	110,777	-	-	-	-	-	1,513,138	7,941,710	3,487,420	1,005,000	1,656,000	17,724,180
Total expenditures	18,446,030	1,281,852	-	110,777	10,000	-	84,320	2,257,488	-	1,797,334	12,366,515	4,510,287	2,882,349	6,031,474	49,778,426
Debt service															
Principal	-	-	-	-	-	-	-	-	-	-	1,486,000	-	-	121,772	1,607,772
Interest	-	-	-	-	-	-	-	-	-	-	775,620	-	-	361,279	1,136,899
Total debt service	-	-	-	-	-	-	-	-	-	-	2,261,620	-	-	483,051	2,744,671
Other uses															
Transfers out	4,458,388	-	-	-	-	527,512	5,050	763,138	-	650,000	-	-	-	-	6,404,088
Total other uses	4,458,388	-	-	-	-	527,512	5,050	763,138	-	650,000	-	-	-	-	6,404,088
Contingency	852,379	-	-	12,309	123,086	-	6,989	4,089,130	141,926	-	306,203	43,045	122,000	291,406	1,763,948
Reserved for Future Years	4,073,828	2,934,263	-	2,310	117,516	-	43,421	39,200	3,986,404	8,173,364	17,009,860	2,243,169	7,428,251	1,083,354	50,596,916
Total requirements	\$ 27,830,625	\$ 4,216,115	\$ -	\$ 125,396	\$ 250,602	\$ 527,512	\$ 139,780	\$ 7,148,956	\$ 4,128,330	\$ 10,620,698	\$ 31,944,198	\$ 6,796,501	\$ 10,432,600	\$ 7,889,285	\$ 111,288,049

Budget Detail

General Fund in Total

2020-21 Actual	2021-22 Actual	2022-23 Budget		2023-24 Proposed	2023-24 Approved	2023-24 Adopted
			RESOURCES			
\$ 5,325,013	\$ 7,173,050	\$ 7,503,534	Beginning fund balance	\$ 10,242,478	\$10,242,478	\$10,242,478
			Revenue			
6,594,623	6,813,554	7,830,570	Taxes	7,880,818	7,880,818	7,880,818
2,111,047	2,161,853	2,307,000	Franchise Fees	2,508,500	2,508,500	2,508,500
68,564	84,846	86,500	Licenses and permits	83,500	83,500	83,500
4,243,217	2,028,454	2,092,309	Intergovernmental	2,406,483	2,406,483	2,406,483
1,853,076	2,941,737	2,703,814	Charges for services	1,911,240	1,911,240	1,911,240
2,302,563	2,296,098	2,549,494	Fines, interest and other	2,257,044	2,257,044	2,257,044
17,173,088	16,326,542	17,569,687	Total revenue	17,047,585	17,047,585	17,047,585
			Other sources			
4,629	4,117	4,553,519	Transfers in	532,562	532,562	532,562
10,946	10,725	-	Sale of fixed assets	8,000	8,000	8,000
15,575	14,842	4,553,519	Total other sources	540,562	540,562	540,562
22,513,676	23,514,434	29,626,740	Total resources	27,830,625	27,830,625	27,830,625
			REQUIREMENTS			
			Expenditures			
			Personal services			
7,726,047	7,927,743	9,255,611	Salaries and wages	9,600,213	9,600,213	9,600,213
629,017	723,398	845,432	Payroll taxes	975,967	975,967	975,967
3,449,306	3,597,377	4,534,219	Benefits	4,880,657	4,880,657	4,880,657
11,804,370	12,248,517	14,635,262	Total personal services	15,456,837	15,456,837	15,456,837
			Materials and services			
1,462,472	1,985,262	1,870,537	Professional & technical	2,160,150	2,160,150	2,160,150
1,172,165	1,200,151	1,807,203	Facility and equipment	1,548,030	1,548,030	1,548,030
910,682	1,162,343	1,314,748	Other purchased services	1,533,475	1,533,475	1,533,475
353,800	387,627	463,690	Supplies	479,450	479,450	479,450
501,546	18,372	43,321	Community activities	46,200	46,200	46,200
85,625	136,512	277,250	Minor equipment	356,720	356,720	356,720
108,733	30,781	82,000	Other materials & services	34,000	34,000	34,000
(1,499,996)	(2,290,270)	(3,900,436)	Cost Allocation	(4,228,967)	(4,228,967)	(4,228,967)
3,095,029	2,630,779	1,958,312	Total materials & services	1,929,058	1,929,058	1,929,058
			Capital outlay			
-	5,880	-	Infrastructure	-	-	-
84,306	228,876	51,541	Buildings	383,635	383,635	383,635
-	18,954	-	Other improvements	-	-	-
246,776	459,750	711,000	Vehicles	250,000	250,000	250,000
110,145	418,144	1,826,600	Furniture and equipment	426,500	426,500	426,500
441,227	1,131,604	2,589,141	Total capital outlay	1,060,135	1,060,135	1,060,135
15,340,626	16,010,900	19,182,715	Total expenditures	18,446,030	18,446,030	18,446,030
			Other uses			
-	-	-	Transfers out	4,458,388	4,458,388	4,458,388
-	-	-	Total other uses	4,458,388	4,458,388	4,458,388
7,173,050	7,503,534	-	Ending Fund Balance	-	-	-
-	-	878,484	Contingency	852,379	852,379	852,379
-	-	225,184	Reserved for Future Years - Fleet	225,184	225,184	225,184
-	-	9,340,357	Reserved for Future Years	3,848,644	3,848,644	3,848,644
\$ 22,513,676	\$ 23,514,434	\$ 29,626,740	Total requirements	\$ 27,830,625	\$ 27,830,625	\$ 27,830,625

Budget Detail

General Fund by Division

2020-21 Actual	2021-22 Actual	2022-23 Budget	General Fund Resources	2023-24 Proposed	2023-24 Approved	2023-24 Adopted
\$ 5,325,013	\$ 7,173,050	\$ 7,503,534	Beginning fund balance	\$ 10,242,478	\$10,242,478	\$ 10,242,478
			Revenue			
6,594,623	6,813,554	7,830,570	Taxes	7,880,818	7,880,818	7,880,818
2,111,047	2,161,853	2,307,000	Franchise Fees	2,508,500	2,508,500	2,508,500
68,564	84,846	86,500	Licenses and permits	83,500	83,500	83,500
4,243,217	2,028,454	2,092,309	Intergovernmental	2,406,483	2,406,483	2,406,483
1,853,076	2,941,737	2,703,814	Charges for services	1,911,240	1,911,240	1,911,240
2,302,563	2,296,098	2,549,494	Fines, interest and other	2,257,044	2,257,044	2,257,044
17,173,088	16,326,542	17,569,687	Total revenue	17,047,585	17,047,585	17,047,585
			Other sources			
4,629	4,117	4,553,519	Transfers in	532,562	532,562	532,562
10,946	10,725	-	Sale of fixed assets	8,000	8,000	8,000
15,575	14,842	4,553,519	Total other sources	540,562	540,562	540,562
22,513,676	23,514,434	29,626,740	Total resources	27,830,625	27,830,625	27,830,625
			Requirements			
			Administration Division			
			Personal services			
1,570,347	1,651,751	1,682,964	Salaries and wages	2,103,073	2,103,073	2,103,073
97,621	142,650	148,583	Payroll taxes	205,783	205,783	205,783
595,188	648,846	803,335	Benefits	998,967	998,967	998,967
2,263,156	2,443,247	2,634,882	Total personal services	3,307,823	3,307,823	3,307,823
			Materials and services			
484,621	544,238	742,897	Professional & technical	905,070	905,070	905,070
150,040	145,086	185,568	Facility and equipment	144,255	144,255	144,255
704,220	960,816	897,315	Other purchased services	1,084,288	1,084,288	1,084,288
16,172	24,473	31,700	Supplies	22,100	22,100	22,100
2,502	9,241	13,800	Community activities	22,300	22,300	22,300
40,584	64,023	101,000	Minor equipment	224,000	224,000	224,000
106,155	115	50,000	Other materials & services	-	-	-
(1,064,604)	(1,283,218)	(1,793,961)	Cost Allocation	(3,243,180)	(3,243,180)	(3,243,180)
439,690	464,774	228,319	Total materials & services	(841,167)	(841,167)	(841,167)
			Capital outlay			
30,200	76,754	123,500	Furniture and equipment	85,000	85,000	85,000
30,200	76,754	123,500	Total capital outlay	85,000	85,000	85,000
2,733,047	2,984,775	2,986,701	Total Administration Expenditures	2,551,656	2,551,656	2,551,656
			Community Development			
			Personal services			
1,258,001	1,310,212	1,311,520	Salaries and wages	907,845	907,845	907,845
102,366	112,771	111,817	Payroll taxes	87,945	87,945	87,945
585,701	598,902	674,508	Benefits	493,636	493,636	493,636
1,946,068	2,021,885	2,097,845	Total personal services	1,489,426	1,489,426	1,489,426
			Materials and services			
562,320	970,804	571,500	Professional & technical	470,000	470,000	470,000
9,772	11,969	91,608	Facility and equipment	5,810	5,810	5,810
49,222	66,565	10,681	Other purchased services	76,530	76,530	76,530
1,898	5,187	8,550	Supplies	3,770	3,770	3,770
456,481	447	11,000	Community activities	3,500	3,500	3,500
-	-	1,121	Minor equipment	200	200	200
-	15,109	-	Other materials & services	-	-	-
(128,114)	(112,658)	(207,810)	Cost Allocation	-	-	-
951,579	957,423	486,650	Total materials & services	559,810	559,810	559,810
\$ 2,897,647	\$ 2,979,308	\$ 2,584,495	Total Community Dev. Expenditures	\$ 2,049,236	\$ 2,049,236	\$ 2,049,236

Budget Detail

General Fund by Division

2020-21 Actual	2021-22 Actual	2022-23 Budget	General Fund Requirements Continued	2023-24 Proposed	2023-24 Approved	2023-24 Adopted
			Police Services			
			Personal services			
2,736,506	2,778,526	3,406,893	Salaries and wages	3,551,258	3,551,258	3,551,258
229,583	248,196	306,650	Payroll taxes	355,579	355,579	355,579
1,358,113	1,426,855	1,773,977	Benefits	1,884,330	1,884,330	1,884,330
<u>4,324,202</u>	<u>4,453,577</u>	<u>5,487,520</u>	Total personal services	<u>5,791,167</u>	<u>5,791,167</u>	<u>5,791,167</u>
			Materials and services			
263,807	294,458	320,000	Professional & technical	333,000	333,000	333,000
43,966	40,664	71,239	Facility and equipment	49,620	49,620	49,620
92,642	94,705	171,500	Other purchased services	178,500	178,500	178,500
58,029	82,270	83,500	Supplies	94,500	94,500	94,500
414	2,917	3,500	Community activities	3,500	3,500	3,500
-	10,704	25,000	Minor equipment	55,000	55,000	55,000
2,578	15,558	32,000	Other materials & services	34,000	34,000	34,000
<u>461,435</u>	<u>541,275</u>	<u>706,739</u>	Total materials & services	<u>748,120</u>	<u>748,120</u>	<u>748,120</u>
<u>4,785,637</u>	<u>4,994,852</u>	<u>6,194,259</u>	Total Police Expenditures	<u>6,539,287</u>	<u>6,539,287</u>	<u>6,539,287</u>
			Community Services			
			Personal services			
1,384,781	1,434,307	1,912,895	Salaries and wages	1,724,798	1,724,798	1,724,798
118,506	130,840	171,643	Payroll taxes	174,961	174,961	174,961
578,454	572,780	810,779	Benefits	813,598	813,598	813,598
<u>2,081,741</u>	<u>2,137,927</u>	<u>2,895,317</u>	Total personal services	<u>2,713,357</u>	<u>2,713,357</u>	<u>2,713,357</u>
			Materials and services			
38,547	112,822	113,500	Professional & technical	155,100	155,100	155,100
10,978	10,347	12,299	Facility and equipment	14,100	14,100	14,100
28,720	47,635	82,155	Other purchased services	88,720	88,720	88,720
188,196	217,612	210,950	Supplies	197,400	197,400	197,400
41,817	3,851	12,400	Community activities	11,400	11,400	11,400
9,352	7,504	11,250	Minor equipment	11,620	11,620	11,620
<u>317,609</u>	<u>399,770</u>	<u>442,554</u>	Total materials & services	<u>478,340</u>	<u>478,340</u>	<u>478,340</u>
-	29,382	60,000	Furniture and equipment	-	-	-
-	29,382	60,000	Total capital outlay	-	-	-
<u>\$ 2,399,350</u>	<u>\$ 2,567,079</u>	<u>\$ 3,397,871</u>	Total Community Services Expenditures	<u>\$ 3,191,697</u>	<u>\$ 3,191,697</u>	<u>\$ 3,191,697</u>

Budget Detail

General Fund by Division

2020-21 Actual	2021-22 Actual	2022-23 Budget	General Fund Requirements Continued	2023-24 Proposed	2023-24 Approved	2023-24 Adopted
			Public Works			
			Personal services			
776,439	752,338	941,339	Salaries and wages	1,313,239	1,313,239	1,313,239
80,933	88,921	106,739	Payroll taxes	151,699	151,699	151,699
331,831	349,934	471,620	Benefits	690,126	690,126	690,126
<u>1,189,203</u>	<u>1,191,193</u>	<u>1,519,698</u>	Total personal services	<u>2,155,064</u>	<u>2,155,064</u>	<u>2,155,064</u>
			Materials and services			
113,177	62,941	122,640	Professional & technical	296,980	296,980	296,980
957,410	992,085	1,527,415	Facility and equipment	1,334,245	1,334,245	1,334,245
35,878	(7,378)	72,170	Other purchased services	105,437	105,437	105,437
89,505	58,086	128,990	Supplies	161,680	161,680	161,680
333	1,916	12,500	Community activities	5,500	5,500	5,500
35,689	54,282	129,000	Minor equipment	65,900	65,900	65,900
(307,278)	(894,394)	(1,898,665)	Cost Allocation	(985,787)	(985,787)	(985,787)
<u>924,714</u>	<u>267,538</u>	<u>94,050</u>	Total materials & services	<u>983,955</u>	<u>983,955</u>	<u>983,955</u>
			Capital outlay			
-	5,880	-	Infrastructure	-	-	-
84,306	228,876	51,541	Buildings	383,635	383,635	383,635
-	18,954	-	Other improvements	-	-	-
246,776	459,750	711,000	Vehicles	250,000	250,000	250,000
79,945	312,007	1,643,100	Furniture and equipment	341,500	341,500	341,500
<u>411,027</u>	<u>1,025,467</u>	<u>2,405,641</u>	Total capital outlay	<u>975,135</u>	<u>975,135</u>	<u>975,135</u>
<u>2,524,944</u>	<u>2,484,198</u>	<u>4,019,389</u>	Total Public Works Expenditures	<u>4,114,154</u>	<u>4,114,154</u>	<u>4,114,154</u>
			Unallocated Expenditures			
			Transfers out			
-	-	-	Transfers to Public Art Fund	123,086	123,086	123,086
-	-	-	Transfers to Investment Fund	4,089,130	4,089,130	4,089,130
-	-	-	Transfers to Economic Development	246,172	246,172	246,172
<u>-</u>	<u>-</u>	<u>-</u>	Total Transfers Out	<u>4,458,388</u>	<u>4,458,388</u>	<u>4,458,388</u>
7,173,051	7,504,222		Ending Fund Balance			
		878,484	Contingency	852,379	852,379	852,379
		225,184	Reserved for Future Years - fleet	225,184	225,184	225,184
		9,340,356	Reserved for Future Years	3,848,644	3,848,644	3,848,644
<u>\$ 22,513,676</u>	<u>\$ 23,514,434</u>	<u>\$ 29,626,740</u>	Total requirements	<u>\$ 27,830,625</u>	<u>\$ 27,830,625</u>	<u>\$ 27,830,625</u>

Administration

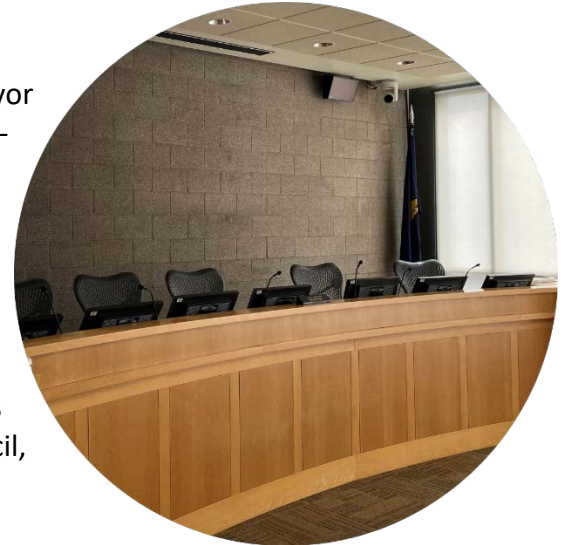
The Administration Division provides leadership and support for all City functions. Administration includes the City Council, City Recorder, City Manager, City Attorney, Information Technology, Human Resources, Finance and Municipal Court.

2020-21 Actual	2021-22 Actual	2022-23 Budget		2023-24 Proposed	2023-24 Approved	2023-24 Adopted
			Revenue			
6,594,623	6,813,554	7,830,570	Taxes	7,880,818	7,880,818	7,880,818
2,111,047	2,161,853	2,307,000	Franchise Fees	2,508,500	2,508,500	2,508,500
2,880	9,214	3,000	Licenses and Permits	-	-	-
2,268,713	766,021	745,300	Intergovernmental	854,100	854,100	854,100
65,192	67,770	70,300	Charges for Services	79,328	79,328	79,328
2,192,832	2,171,440	2,438,000	Fines, Interest, and Other	2,123,000	2,123,000	2,123,000
4,629	4,117	82,220	Transfers in & Other Sources	5,050	5,050	5,050
<u>13,239,915</u>	<u>11,993,968</u>	<u>13,476,390</u>	Total revenue	<u>13,450,796</u>	<u>13,450,796</u>	<u>13,450,796</u>
			Expenditures			
2,263,156	2,443,247	2,634,882	Personal services	3,307,823	3,307,823	3,307,823
439,690	464,774	228,319	Materials and services	(841,167)	(841,167)	(841,167)
30,200	76,754	123,500	Capital outlay	85,000	85,000	85,000
-	-	-	Transfers out & Other Sources	4,458,388	4,458,388	4,458,388
<u>\$ 2,733,047</u>	<u>\$ 2,984,775</u>	<u>\$ 2,986,701</u>	Total expenditures	<u>\$ 7,010,044</u>	<u>\$ 7,010,044</u>	<u>\$ 7,010,044</u>

*Beginning July 1, 2023, budgeting for the Economic Development Manger will be included under Administration within the City Managers budget.

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.



2022-23 Highlights

- Projected to adopt 16 ordinances and 75 resolutions.

Performance Measures

Strategy	Measures	FY21-22 Actual	FY22-23 Projected	FY23-24 Projected
Increase transparency	Council meetings	34	36	36
	Work sessions	22	30	24
	Executive sessions	18	18	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	5	5	5
	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	28	28	28

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.

2022-23 Highlights

- Oversaw November 2022 General Election
- Oversaw 3 Municipal Code Amendments
- Decommissioned Document Locator Records Management System
- Hired and Trained new Records Management Coordinator position
- Developed Records Management Training Program
- Issued 5 new TRIM/ORMS Licenses & Trained Staff
- Coordinated Citywide Records Management Cleanup Day
- Continue implementation and migration of records into TRIM/ORMS
- Streamlined processes for City Boards & Committees (appointments, public meetings, record keeping)

2023-24 Goals

- Continue implementation and migration of records into TRIM/ORMS
- Continue audit and migration of records into TRIM/ORMS
- Continue to coordinate with City Records Management Committee to oversee Management of City Records
- Purge City records per State Records Retention Schedule (ongoing)
- Continuing staff Training & Licensing of TRIM/ORMS (focus on Public Works & Engineering Departments)

Performance Measures

Strategy	Measures	FY21 -22 Actual	FY22-23 Projected	FY23-24 Projected
Adhere to public records law and respond to public records requests	Public records requests	63	60	60
	Responded within 5 business days	56	55	55
Maintain Current Code Updates Coordinate Accurate and Transparent	Municipal Code updates	3	5	5
	Process Election fillings, coordinate special and general	0	7	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.

2022-23 Highlights

- Helped with the recruitment of a new city attorney
- Updated Council Pillars, Goals and Deliverables
- Assisted in successfully negotiated two union contracts
- Successfully negotiated lease of Art Center tenant space, bringing new business and public interest to the downtown area
- Completed the Purchase and Sale agreement with the YMCA

2023-24 Goals

- Work to complete the deliverables on the City Council Goals
- Reboot the Citizen Academy
- Increase public engagement through multiple platforms

Performance Measures

Strategy	Measures	FY21-22 Actual	FY22-23 Projected	FY23-24 Projected
Increase communication with the public	Newsletter Frequency	Every Two Months	Every Two Months	Every Two Months
	Number of Facebook Friends	4,000	4,600	5,200
	Number of Twitter Followers	1,000	1,150	1,300

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, including: 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 court; and analyzing public records 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 and performing other insurance-related services.

2022-23 Highlights

- Hired a new City Attorney on January 30, 2023.
- Prepared, reviewed, and otherwise assisted with numerous adopted ordinances, including substantial amendments to the City’s camping ordinances, public contracting code, and code enforcement procedures.
- Negotiated, drafted, and otherwise assisted with numerous intergovernmental agreements, contracts, amendments to Metro’s construction excise tax agreement, agreements relating to the Tualatin-Sherwood Road widening project, and a grant agreement for Sherwood Broadband funding.
- Took on a more substantial role in City litigation.
- Developed level of service expectations for staff, reduced unnecessary bureaucracy and increased efficiency, and cut outside legal expenses to City.

2023-24 Goals

- Hire a law clerk.
- Assist with successful completion of Council priority projects.
- Continue to review City ordinances and perform housekeeping updates.

Performance Measures

Strategy	Measures	FY21-22 Actual	FY22-23 Projected	FY23-24 Projected
Keep Council Informed	Frequency of Tort Claim Updates	Quarterly	Quarterly	Quarterly
Law Clerk Program	Duration of Student Position	None	Full Year	Full Year
Maintain and Update Municipal Code	Ordinances Enacted	N/A	12	13

Human Resources

The vision for the Human Resources department is to provide leadership in Strategic Human Resources Management that is responsive to the goals and needs of the City and its workforce. This department oversees all recruitment and selection, leadership development, legal compliance with labor laws, classification and compensation, training and development, benefits education and administration, Workers Comp claims, prepares and updates the Employee Handbook and develops, prepares and delivers policies & procedures for the City. In addition, HR negotiates, interprets and applies the City’s two union contracts and leads employee relations and champions employee wellbeing. The mission of HR is to address the diverse human resources needs of our customers through effective consultation, guidance and training.

2022-23 Highlights

- Key Recruitment & Onboarding of City Attorney, Community Development Director and City Engineer
- In line with City Goal of Wellbeing - Beyond Well Redemption increased 476% and Engaged Members increased 8x YOY

2022-23 Goals

- Complete full review of all HR Files and ensure compliance with Record Retention rules
- Complete review and deliver revised Employee Handbook and policies in compliance with labor laws and tailored to the modern workplace.
- Increase Employee and Dependents knowledge and uptake of supplementary benefits including Beyond Well
- Implement HRIS to enable better access to information and accurate Metrics
- Develop Departmental Strategic Resource Plans (Workforce Planning)

Performance Measures

Strategy	Measures	FY21-22 Actual	FY 22-23 Projected	FY23-24 Projected
Recruit and Retain a Competitive and Diverse	Applications Received	751	904	904
	Beyond well Engaged Members	11	90	110
Develop and Deliver Annual Wellness Program	Rewards Earned	\$971	\$8,080	\$10,000

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.

2022-23 Highlights

- Replaced city wide phones system with a solution that provides modern capabilities to staff
- Replaced all Public Works field laptops
- Upgraded the audio/visual system in the police conference room
- Improved the city’s backup and retention system and aligned with current best practices
- Replaced all network switches and improved cable management at city facilities
- Replaced and added new security cameras at Stella Olsen Park, and Police station
- Bid and awarded a project to develop a new city website and content management system
- Purchased new WiFi hardware to update and increase WiFi access at city facilities

2023-24 Goals

- Redesigning remote access for city employees to support better remote work capabilities
- Updating the current finance system to support current software versions
- Upgrading the IT Helpdesk software to support new and current needs
- Upgrade security cameras that have reached end of life
- Continue Council chamber and conference room audio/video upgrades
- Implement new website and content management system

Performance Measures

Strategy	Measures	FY21-22 Actual	FY22-23 Projected	FY23-24 Projected
Effectively maintain and support computer and informational systems throughout the City	Major Software Applications Supported	70	70	75
	Computer Systems Supported	300	386	400
	Network Systems Supported	48	48	55
	Terabytes of data maintained onsite	24 TB	24TB	30TB
Productivity Through IT Service Management process improvement	Help desk tickets submitted	821	2000	2000
	Help desk tickets resolved within 30 min. (Estimate)	15%	10%	10%
	Satisfaction Rate: Good or better	100%	100%	100%
	IT Staff Training Hours	0	60	100

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, accounts payable and administering the Community Enhancement Grant program. The Finance department prepares a wide range of internal and external financial reports.

2022-23 Highlights

- Received the GFOA Budget Award for the Fiscal Year 2022-23 budget document
- Received the GFOA Award for Excellence in Financial Reporting for FY 2020-21
- Submitted for the GFOA Award for Excellence in Financial Reporting for FY 2021-22
- Began to revamp this budget document for improved reader experience. (City-wide Value – Citizen Engagement)

2023-24 Goals

- Continue to increase passive revenues through sound investments and a diverse investment strategy (City-wide Value – Fiscal Responsibility)
- Research and analyze options for an updated financial ERP system (City-wide Value – Infrastructure and Fiscal Responsibility)
- Update financial policies (City-wide Value – Fiscal Responsibility)

Performance Measures

Strategy	Measures	FY20-21 Actual	FY21-22 Projected	FY22-23 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	Aa2	Aa2	Aa2
	Actual cost to deliver financial services	\$610,558	\$607,818	\$831,001
	Cost to deliver financial services as a % of total City budget	1.5%	1.0%	1.1%

Municipal Court

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



2022-23 Highlights

- Completed retention schedule for approximately 9000 closed citations from 2017.
- Revised all court recordings and instructions with new City phone system.
- Completed Remission Order from Governor Kate Brown’s office. (Approximately 125 cases)
- Completed court software clean-up on old cases.

2023-24 Goals

- Catch up on scheduling/settling all Attorney represented cases.
- Continue staff communication regarding work volume.
- Continue to streamline and find workflow efficiencies.
- Purge Court Records (non-scanned) per State Records Retention schedule (on-going).

Performance Measures

Strategy	Measures	FY21-22 Actual	FY22-23 Projected	FY23-24 Projected
Manage an efficient and effective Municipal Court	Traffic violations	17,651	13,000	10,000
	Parking violations	41	50	50
	City Ordinance violations	85	80	50
	Total violations processed	20,371	15,000	15,000
	Number of court staff	4	4	4
	Number of violations processed annually per staff (includes supervisor)	5,093	3,750	3,250
	Operating expenses	717,357	624,421	746,732
	Operating expenses per processed violation	\$35.22	\$41.63	\$49.78

Community Development

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

2020-21 Actual	2021-22 Actual	2022-23 Budget		2023-24 Proposed	2023-24 Approved	2023-24 Adopted
			Revenue			
63,244	72,532	80,000	Licenses and Permits	80,000	80,000	80,000
856,173	53,292	82,785	Intergovernmental	77,100	77,100	77,100
1,644,586	2,471,562	2,223,064	Charges for Services	846,052	846,052	846,052
-	15,000	-	Infrastructure & Development fees	-	-	-
<u>2,564,003</u>	<u>2,612,386</u>	<u>2,385,849</u>	Total revenue	<u>1,003,152</u>	<u>1,003,152</u>	<u>1,003,152</u>
			Expenditures			
1,946,068	2,022,401	2,097,845	Personal services	1,489,426	1,489,426	1,489,426
951,580	957,423	486,650	Materials and services	559,810	559,810	559,810
<u>\$ 2,897,648</u>	<u>\$ 2,979,824</u>	<u>\$ 2,584,495</u>	Total expenditures	<u>\$ 2,049,236</u>	<u>\$ 2,049,236</u>	<u>\$ 2,049,236</u>

*Beginning July 1, 2023, budgeting for the Engineering Department will be included under Public Works.

Planning

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



2022-2023 Highlights

- Approved 395,000 SF of new commercial and industrial space over 9 land use applications.
- Managed the Sherwood West Concept Plan Update to be completed in spring / summer 2023.
- Managed the Economic Opportunities Analysis Update project
- Adopted development code updates to implement Ballot Measure 109, correct code errors, increase consistency, and to clarify code language and intent.
- Adopted middle housing choices to implement House Bill 2001 legislation.

2023-24 Goals

- Improve the development code and land use procedures to promote stronger economic development
- Continue to implement the Comprehensive Plan by updating the Economic Opportunities Analysis and Housing Needs Analysis to construct meaningful plan policies for Sherwood’s future
- Adopt the Sherwood West Concept Plan Re-look and continue the implementation work plan
- Develop updated annexation criteria to manage growth related to infrastructure, school capacity, and long-term community needs

Performance Measures

Strategy	Measures	FY 21-22 Actual	FY 22-23 Projected	FY 23-24 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 extension)	100%	100%	100%
	Land use decisions made by City staff (Type II)	7	6	6
	Land use decisions made by City staff (Type I)	105	85	80
	Land use decisions made by Hearing Officer and Planning Commission	9	9	8
	Land use decisions made by City Council	6	7	5
Improve clarity and effectiveness of Code	Code amendment projects undertaken	4	4	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. Building 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.



2022-23 Highlights

- Issued final approvals for Tualatin-Sherwood Corporate Park shell buildings and issued building permits for Sherwood Commerce Center Phase 1
- Issued occupancy permits for businesses in key target industries including Lam Research, DW Fritz, and NSI within the Tualatin-Sherwood Corporate Park.
- Issued residential permits for Denali Summit subdivision which is hosting the Sherwood Street of Dreams event

2023-24 Goals

- Issue occupancy permits for Sherwood Commerce Center Phase 1, Treske Expansion, Barker Cabinets, Morse Retail, AFP Systems, and other projects that have received land use approval
- Complete plan reviews, inspections, and final occupancy approvals in a timely manner with high quality customer service and complete annual state mandated training for staff.

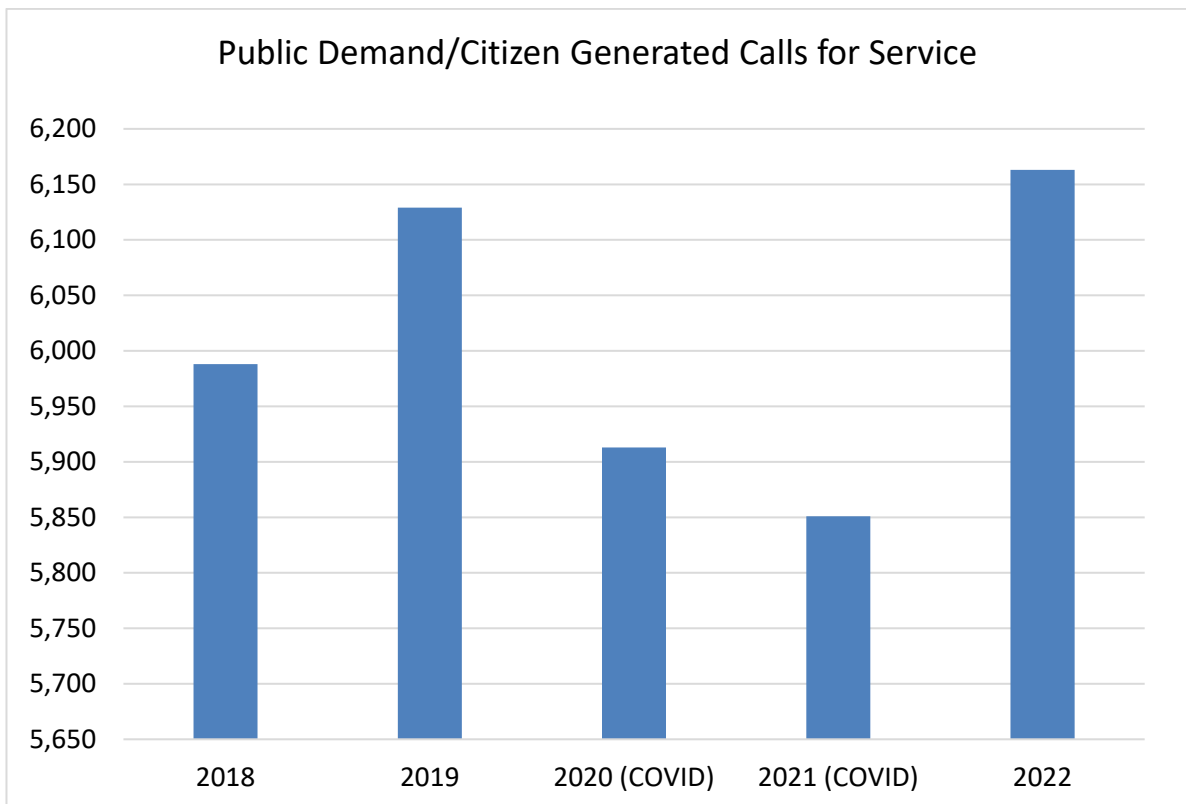
Performance Measures

Strategy	Measures	FY21-22 Actual	FY22-23 Projected	FY23-24 Projected
Provide timely service	Building inspection performed same day	100%	100%	100%
	Plan review turnaround within 2 weeks’ time for single family homes	95%	95%	95%
	Plan review turnaround within 2 weeks’ time for commercial improvements	95%	95%	95%
	Plan review turnaround within 4 weeks’ time for new commercial buildings	95%	90%	95%
Permits: Identify and track workload measures to enable appropriate staffing	Total number of permits-Issued	657	650	660
	New single-family dwellings/ADU’s	71	60	70
	New Multi-family dwellings	5 Units	8 Units	9 Units
	Residential remodel/additions	20	20	20
	New commercial/Industrial buildings	5	8	12
	Commercial tenant improvement	20	20	20
	Miscellaneous (Mech., Plumb, AS)	532	500	520
	Number of inspections	2,406	2,200	2,300

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.

2020-21 Actual	2021-22 Actual	2022-23 Budget		2023-24 Proposed	2023-24 Approved	2023-24 Adopted
Revenue						
2,440	3,100	3,500	Licenses and Permits	3,500	3,500	3,500
759	47,230	76,500	Intergovernmental	89,000	89,000	89,000
4,982	7,352	6,300	Charges for Services	7,300	7,300	7,300
0	75	100	Fines, Interest, and Other	250	250	250
8,667	4,550	4,471,299	Transfers in & Other Sources	8,000	8,000	8,000
<u>16,849</u>	<u>62,307</u>	<u>4,557,699</u>	Total revenue	<u>108,050</u>	<u>108,050</u>	<u>108,050</u>
Expenditures						
4,324,202	4,453,576	5,487,520	Personal services	5,791,167	5,791,167	5,791,167
461,435	541,275	706,739	Materials and services	748,120	748,120	748,120
<u>\$ 4,785,637</u>	<u>\$ 4,994,852</u>	<u>\$ 6,194,259</u>	Total expenditures	<u>\$ 6,539,287</u>	<u>\$ 6,539,287</u>	<u>\$ 6,539,287</u>



Police

2022-23 Highlights

- Hired 1 Captain
- Promoted 2 Sergeants
- Hired 2 Reserve Officers
- Assigned Officer to MHRT



Theft (Total)

<u>2020 (254)</u>	<u>2021 (324)</u>	<u>2022 (393)</u>
Calls For Service (237)	Calls For Service (296)	Calls For Service (336)
Self-Initiated (17)	Self-Initiated (28)	Self-Initiated (57)

Substance Abuse Calls for Service

<u>2020</u>	<u>2021</u>	<u>2022</u>
Methamphetamine (27)	Methamphetamine (14)	Amphetamines (5)
Marijuana (15)	Heroin (7)	Marijuana (4)
Heroin (15)	Marijuana (5)	Other Narcotics (3)
DUII (41)	DUII (29)	DUII (72)

Youth Involved Calls for Service

<u>2020</u>	<u>2021</u>	<u>2022</u>
DHS/CPS (39)	DHS/CPS (52)	DHS/CPS (58)
School Generated (5)	School Generated (23)	School Generated (49)
Missing/Runaway (12)	Missing/Runaway (23)	Missing/Runaway (23)
MIP (2)	MIP (10)	MIP (10)

Mental/Behavioral Health (Total)

<u>2020</u>	<u>2021</u>	<u>2022 (1512)</u>
MHRT Involved (21)	MHRT Involved (35)	MHRT Involved (61)

Performance Measures

Strategy	Measures	FY21-22 Actual	FY22-23 Projected	FY23-24 Projected
Maintain safety through proactive activities	Number of sworn officers	27	27	27
	Population served	20,115	20,465	21,128
	Number of proactive activities	8,039	11,300	14,000
	Total all calls & activities	13,891	17,463	21,000

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.

2020-21 Actual	2021-22 Actual	2022-23 Budget		2023-24 Proposed	2023-24 Approved	2023-24 Adopted
			Revenue			
957,864	1,158,070	1,167,535	Intergovernmental	1,177,648	1,177,648	1,177,648
132,781	377,436	352,500	Charges for Services	425,560	425,560	425,560
72,297	74,854	48,612	Fines, Interest, and Other	92,012	92,012	92,012
-	-	-	Transfers in & Other Sources	527,512	527,512	527,512
<u>1,162,942</u>	<u>1,610,360</u>	<u>1,568,647</u>	Total revenue	<u>2,222,732</u>	<u>2,222,732</u>	<u>2,222,732</u>
			Expenditures			
2,081,741	2,137,927	2,895,317	Personal services	2,713,357	2,713,357	2,713,357
317,609	399,770	442,554	Materials and services	478,340	478,340	478,340
-	29,382	60,000	Capital outlay	-	-	-
<u>\$ 2,399,350</u>	<u>\$ 2,567,079</u>	<u>\$ 3,397,871</u>	Total expenditures	<u>\$ 3,191,697</u>	<u>\$ 3,191,697</u>	<u>\$ 3,191,697</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 about 25,000 people. Nearly 16,000 people have a library card registered at Sherwood Public Library. 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, streaming video, and online learning resources. The local collection includes 52,000 books, audiobooks, movies, CDs, magazines, newspapers, a “Library of Things”, games and more. Library staff coordinate community events, provide classes and storytimes, give tech help, and other programs for all ages. Internet access and 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. The majority of library funding is from WCCLS through the county’s general fund from local property taxes and a five-year operational levy.



2022-23 Highlights

- Restored in-person events, remained fully open, and retained curbside and hybrid options.
- Provided over 400,000 checkouts of physical and digital collections, up 34% compared to last year and up 5% compared to pre-pandemic. Added 8,200 items to the local collection.
- Welcomed nearly 126,000 visits.
- Registered 1,300 new library users.
- Provided 223 events and classes with 10,500 participants.
- Launched a new strategic planning process with a focus on community engagement.
- Revised the Behavior Policy and Collection Development Policy with an equity lens.
- Met 100% of the state requirements for a public library and 86% of the indicators from the Oregon Library Association’s Public Library Standards.

2023-24 Goals

- Implement Strategic Plan for 2023-2025 (City-wide Goals— Citizen Engagement; Livability)
- Promote formation of a library foundation and support sustainable funding. (City-wide Goals— Fiscal Responsibility; Community Partnerships)
- Improve usability of the existing facility to meet the community’s needs. (City-wide Goals— Fiscal Responsibility; Livability)

Performance Measures

Strategy	Measures	FY21-22 Actual	FY22-23 Projected	FY23-24 Projected
Enhance library services to reflect inclusion, diversity, and accessibility	World language materials circulation	1,571	2,000	2,500
	National Edge Assessment score for technology accessibility (out of 1000)	774	780	785
Increase access and use of library materials	Total annual physical and digital checkouts	391,396	410,000	411,000

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 and sports clinics. The Recreation department is responsible for scheduling the use of the Snyder Park fields. These fields are primarily used by the youth sports leagues and are occasionally used for private rentals. The Recreation department also helps new or existing residents find opportunities for active recreation.



2022-2023 Highlights

- The Field House was able to reopen with no restrictions in 2022.
- Adult leagues are back and have almost returned to pre-pandemic size. Most regular evening rentals have returned.
- Victory Academy (a school for autistic children) has increased their rental time to 2-3 days each week.
- Hired part-time on call employees for weekend work.
- Ran one regular youth session league and a smaller, half session youth league.

2023-2024 Goals

- Grow as many of the adult leagues to capacity as we can’ (City-wide Goals– Resident Well Being, Livability)
- Work to get more interest in our youth leagues and grow them as much as possible. (City-wide Goals– Resident Well Being; Livability)
- Continue to rent the fields at Snyder Park as much as possible. Continue to help residents find opportunities for recreation. (City-wide Goals– Resident Well Being, Livability)
- Work to retain some part time employees so that we can open more hours at the Field House. (City-wide Goals– Resident Well Being, Livability)

Performance Measures

Strategy	Measures	FY21 22 Actual	FY22 23 Projected	FY23 24 Projected
Provide quality recreational opportunities for health & fitness for Sherwood citizens	Number people served in the Fieldhouse	12,000	13,000	14,500
	Number of leagues per year in the Fieldhouse	15	17	18
	Number of hours rented at Snyder Park	850	925	1000
	Number of interactions with community regarding recreation opportunities.	16	20	25

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 and the Veterans Day Ceremony.



2022-23 Highlights

- Over 30% increase in volunteer hours.
- Welcomed in-person volunteers back to the library. Outstanding volunteer participation for Summer Reading Program and Bilingual Storytime in the Park.
- Expanded volunteer team at senior center.
- Engaged more teens than ever before during summer months.
- Coordinated various Eagle Scout projects, Adopt a Road program, and park clean ups.
- Maintained a fully leased community garden with waitlist. Offered gardener orientation online for additional accessibility.
- Increased Music on the Green to 5 concerts.

2023-24 Goals

- Develop Adopt a Park and Adopt A Trail program for Cedar Creek Trail (City-wide Goals– Resident Well Being; Livability)
- Secure presenting sponsors for Music on the Green and Movies in the Park (City-wide Goals – Economic Development; Resident Well Being)
- Increase attendance at community events (City-wide Goals– Resident Well Being; 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; Forward Thinking)

Performance Measures

Strategy	Measures	FY 21-22 Actual	FY 22-23 Projected	FY 23-24 Projected
Increase City-wide volunteer opportunities	Volunteer Hours	5,759*	7,593	8,500
Accommodate special events and festivals	Special Event Permits Issued	8*	24	26
Increase attendance at City sponsored events	Attendance at Music on the Green	3,000*	5,000	6,000
	Attendance at Movies in the Park	600*	800	1,200

*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 quality of life.*



2022-23 Highlights

- Provided high quality education and cultural enrichment to the community year-round, while providing rental space to arts organizations, visiting productions, and events.
- Brought on highly qualified on-call staff and trained more lighting and sound technicians to meet the increased demands on the space.
- A digital reader board was mounted on the exterior of the building, allowing timely messaging and adding value to the Arts Center.
- The Arts Center and Cultural Arts Commission successfully partnered with community members to produce more culturally specific programming, which attract hundreds of people to these events.

2023-24 Goals

- Execute upgrades to the auditorium’s equipment and sound, lights, and technology capabilities (City-wide Goals—Fiscal Responsibility; Economic Development; Forward Thinking)
- Strengthen the relationship between the Cultural Arts Commission and local businesses (City-wide Goals— Community Pride; Citizen Engagement; Livability)
- Increase visibility and community pride in our space through thoughtful partnerships and volunteer involvement (City-wide Goals—Livability)
- Explore grant funding to increase the support, livability, and visibility of Old Town (City-wide Goals— Economic Development; Community Pride; Citizen Engagement; Livability)

Performance Measures

Strategy	Measures	FY21-22 Actual	FY22-23 Projected	FY23-24 Projected
Increase participation and utilization of the Center for the Arts facility and programs	Number of registrations for classes, workshops or camps	1015	1100	1250
	Number of days of usage	161	180	200
	Number of production rentals	38	43	45
	Number of facility rentals	56	70	75
	Number of attendees to free arts events	950	1000	1200
	Number of attendees to visiting events & rentals	26,385	37,700	38,000
	Number of tickets sold to Center for the Arts programs & events	730	1000	1700

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 5 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 the Pearl Room Mental Health Support Center. The Marjorie Stewart Senior Community Center provides services and 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.



2022-23 Highlights

- Increased older adult meals served by over 1000 from previous year.
- Fully re-opened the Center from pandemic shutdown, returning to a full activity schedule while continuing to provide in-person, Zoom, and hybrid programming.
- Opened the Pearl Room Older Adult Mental Health Support Center offering one-on-one counseling, support groups, depression management, conversation groups, and isolation and loneliness interruption programming to Sherwood older adults.
- Began door-to-door shuttle service utilizing volunteer drivers for older adults in Sherwood.

2023-24 Goals

- Increase local awareness & utilization of the Sherwood Senior Shuttle (City-wide Goals– Resident Well Being; Livability; Quality Service)
- Continue to build partnerships with local stakeholders to increase access to and availability of programming and services (City-wide Goals– Resident Well Being; Community Partnerships; Quality Service)
- Increase local awareness & utilizations of older adult mental health support offerings at the Center (City-wide Goals– Resident Well Being; Livability)
- Support Sherwood Senior Advisory Board in Age-Friendly City efforts (City-wide Goals– Resident Well Being; Livability)

Performance Measures

Strategy	Measures	FY21-22 Actual	FY22-23 Projected	FY23-24 Projected
Provide quality programs for Seniors.	Number of programs offered per month	87	95	110
Provide a meal program for Seniors	Number of Seniors served meals	12,736	14,000	14,500
Provide daily enriching activities	Number of attendees	4,176	7,000	9,250

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.

2020-21 Actual	2021-22 Actual	2022-23 Budget		2023-24 Proposed	2023-24 Approved	2023-24 Adopted
Revenue						
159,707	3,840	20,189	Intergovernmental	208,635	208,635	208,635
5,535	17,618	51,650	Charges for Services	553,000	553,000	553,000
37,432	34,729	62,782	Fines, Interest, and Other	41,782	41,782	41,782
2,279	6,175	-	Transfers in & Other Sources	-	-	-
<u>204,953</u>	<u>62,362</u>	<u>134,621</u>	Total revenue	<u>803,417</u>	<u>803,417</u>	<u>803,417</u>
Expenditures						
1,189,203	1,191,365	1,519,698	Personal services	2,155,064	2,155,064	2,155,064
924,713	267,538	94,050	Materials and services	983,955	983,955	983,955
411,027	1,025,467	2,405,641	Capital outlay	975,135	975,135	975,135
<u>\$ 2,524,944</u>	<u>\$ 2,484,370</u>	<u>\$ 4,019,389</u>	Total expenditures	<u>\$ 4,114,154</u>	<u>\$ 4,114,154</u>	<u>\$ 4,114,154</u>

*Beginning July 1, 2023, budgeting for the engineering department is included under Public Works.

Fleet and Equipment

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



2022-23 Highlights

- Completed annual reporting requirements to the State (City-wide Goal – Infrastructure)
- Specified and purchased 100% of budgeted equipment (City-wide Goal – Infrastructure)
- Outfitted two (2) Police vehicles, two (2) Community Development vehicles, one (1) Utility vehicle, one (1) Senior Center vehicle (City-wide Goal – Infrastructure)
- Oversaw surplus program (City-wide Goal – Infrastructure)
- Specified two (2) electric vehicles and installed two (2) electric charging stations (City-wide Goal – Infrastructure)

2023-24 Goals

- Meet annual state requirements (City-wide Goal – Infrastructure)
- Produce detailed cost reports to each division for fleet costs (City-wide Value – Fiscal Responsibility)
- Look at ways to improve sustainable practices (City-wide Value – Community Livability)
- Minimize percentage of fleet vehicles or equipment that are out of service at any time (City-wide Goal – Infrastructure)
- Specify and purchase 100% of budgeted vehicles and equipment (City-wide Goal – Infrastructure)
- Maintain five (5) City electric charging stations (City-wide Value – Community Livability)

Performance Measures

Strategy	Measures	FY21-22 Actual	FY22-23 Projected	FY23-24 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	154	228	240
	Number of scheduled equipment maintenance work orders	116	216	225
	Total number of equipment work orders	365	458	470
	Total number of vehicle work orders	477	436	450
	Number of Generators maintained	6	6	6
	Total gallons of Fuel used City-wide	37,333	37,363	46,000

Facilities

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



2022-23 Highlights

- Completed annual reporting requirements to the State (City-wide Goal – Infrastructure)
- Completed weekly inspections of all City facilities (City-wide Goal – Infrastructure)
- Completed inspections of all contracted work (City-wide Goal – Infrastructure)
- Replaced boiler at Civic building (City-wide Goal – Infrastructure)
- Installed thirteen (13) new workstations at Public Works (City-wide Goal – Infrastructure)
- Completed update of Police Department firing range (City-wide Goal – Infrastructure)

2023-24 Goals

- Perform preventative maintenance of HVAC systems for all City facilities (City-wide Goal – Infrastructure)
- Complete weekly inspections of all City facilities (City-wide Goal – Infrastructure)
- Replacement of Art center backup battery (City-wide Goal – Infrastructure)
- Updating City Hall & Public Works fire panel cellular transmitter (City-wide Goal – Infrastructure)
- Reprogramming and commissioning of HVAC controls at Civic building (City-wide Goal-Infrastructure)
- Replace wheelchair ADA lift at Morback House (City-wide Goal-Infrastructure, Livability)
- Replace windows and siding at Senior Center (City-wide Goal-Infrastructure, Livability & Workability)

Performance Measures

Strategy	Measures	FY21-22 Actual	FY22-23 Projected	FY23-24 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	1	0

Parks Maintenance

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



2022-23 Highlights

- Completed weekly playground inspections during peak season
- Completed trash pickup three times a week during peak usage
- Maintained 8,137 irrigation heads
- Completed 236 park reservations
- Provided 7-day/week staffing coverage during peak season
- Completed inspection of all contract work (City-wide Goal-Infrastructure, Livability & Workability)
- Completed weekly mowing during peak season
- Maintained two (2) water features
- Completed phase 1 replacement of Woodhaven Park Playground (City-wide Goal-Infrastructure, Livability & Workability & Citizen Engagement)
- Maintained newly constructed Cedar Creek Trail (City-wide Goal-Infrastructure, Livability & Workability)

2023-24 Goals

- Provide weekly playground inspections (City-wide Goal-Infrastructure, Livability & Workability)
- Provide weekly mowing at parks, athletic fields (City-wide Goal-Infrastructure, Livability & Workability)
- Provide 7-day/week staffing during peak season (City-wide Goal-Infrastructure, Livability & Workability)
- Paint Murdock Shelter (City-wide Goal-Infrastructure, Livability & Workability)
- Replace backboards on basketball hoops at Snyder Park (City-wide Goal-Infrastructure, Livability & Workability)
- Repair home plate at Snyder Park’s baseball field (City-wide Goal-Infrastructure, Livability & Workability)

Performance Measures

Strategy	Measures	FY21-22 Actual	FY22-23 Projected	FY23-24 Projected
Support and maintain parks, recreation land, and natural areas	Developed Park acres	61.56	61.56	61.56
	Restrooms cleaned daily	10	10	10
	Number of park reservations	236	240	250
	Number of sports fields maintained	3	3	3
	Number of playgrounds inspected weekly during peak season	9	9	9

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 (ROW) 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.



2022-23 Highlights

- Engineering Division successfully transitioned to the Public Works Department
- Completed phase 1 of Cedar Creek Trail project (City-wide Goal – Infrastructure, Livability & Workability)
- Coordinated with CWS on the design of the Brookman Sanitary Sewer Trunk Line Extension (City-wide Goal – Infrastructure and Livability)
- Completed construction of the Rock Creek Sanitary Sewer Trunk Line Upsizing Phase 1A (City-wide Goal – Economic Development, Infrastructure & Livability)
- Completed 90% design permitting ROW acquisition for the pedestrian bridge on Highway 99 (City-wide Goal – Infrastructure and Livability)
- Completed 30% design for Ice Age Drive and acquired two properties (City-wide Goal – Economic Development, Infrastructure & Livability)
- Continue design level engineering work for the Rock Creek Sanitary Sewer Trunk Line upsizing Phase 1B and 2 (City-wide Goal – Economic Development, Infrastructure & Livability)
- Provided design coordination efforts between ODOT, WACO, CWS, and developers on private site developments. (City-wide Goal – Economic Development, Infrastructure, Livability & Workability, Public Safety)

2023-24 Goals

- Update City’s Design & Construction Standards (City-wide Goal – Economic Development, Infrastructure, Livability & Workability, Public Safety)
- Solicit bids and begin construction of the 99W Pedestrian Bridge project (City-wide Goal – Infrastructure and Livability)
- Solicit a full-service consulting firm to start the design & permit work on the Tannery Site (City-wide Goal – Infrastructure, Livability & Workability)
- Complete 100% design and solicit bids of the Ice Age Drive improvement project
- Cedar Creek undercrossing feasibility project (City-wide Goal – Economic Development, Infrastructure & Livability)
- Design coordination efforts between ODOT, WACO, CWS, and developers on private site developments (City-wide Goal – Economic Development, Infrastructure, Livability & Workability, Public Safety)

Performance Measures

Strategy	Measures	FY21-22 Actual	FY22-23 Projected	FY23-24 Projected
Provide professional infrastructure design and management services	Capital projects designed, managed, and/or inspected	8	8	10
	Public improvement projects designed managed & inspected	8	8	7
	Private development pre-applications reviewed	15	12	8
	Private development applications reviewed for final approval	8	10	8
Protect infrastructure and right-of-ways	Right-of-way permits issued	11	25	20
	SFR lot ESC plan reviews performed	40	40	22
	SFR lot ESC inspections performed	320	250	180
	ESC inspections performed under Compliance Agreement projects	500	475	380

Public Art

The Public Art Fund is a newly created fund this fiscal year. It was created to provide funding to encourage art within the community and promote tourism within the city. All projects funded will be approved by City Council with feedback from the Cultural Arts Commission.

2023-24 Goals

- Support public art projects located on city property and murals owned by the city but located on either private or city owned property. (City-wide Goals-Livability & Workability)

2020-21 Actual	2021-22 Actual	2022-23 Budget		2023-24 Proposed	2023-24 Approved	2023-24 Adopted
			RESOURCES			
\$ -	\$ -	\$ -	Beginning fund balance	\$ -	\$ -	\$ -
			Revenue			
-	-	-	Fines, interest and other	2,310	2,310	2,310
-	-	-	Total revenue	2,310	2,310	2,310
			Other sources			
-	-	-	Transfers in	123,086	123,086	123,086
-	-	-	Total other sources	123,086	123,086	123,086
-	-	-	Total resources	125,396	125,396	125,396
			REQUIREMENTS			
			Expenditures			
			Capital outlay			
-	-	-	Other improvements	110,777	110,777	110,777
-	-	-	Total capital outlay	110,777	110,777	110,777
			Total expenditures	110,777	110,777	110,777
-	-	-	Ending Fund Balance	-	-	-
-	-	-	Contingency	12,309	-	-
-	-	-	Reserved for Future Years	2,310	14,619	14,619
\$ -	\$ -	\$ -	Total requirements	\$ 125,396	\$ 125,396	\$ 125,396

Performance Measures

As this fund becomes more established, performance measures will be established and outlined in future years.

Economic Development and Promotion

The Economic Development and Promotion Fund is the face for the City business community. Economic Development’s responsibility is to promote, develop and assist with opportunities for business, industrial and entrepreneurial development. The fund will help drive economic development, support businesses that provide jobs for residents by building on assets, developing the necessary infrastructure to retain existing businesses, support new businesses and promote/sponsor local events. Economic development also will be supported by maintaining our livability and character as a clean, healthy, and vibrant community where one can work, play, live, shop and do business. The fund assists with business retention, expansion and recruitment as well as improving the business climate within the City.

2023-24 Goals

- Develop a plan on how best to utilize this fund.
- Provide sponsorship for local events.

2020-21 Actual	2021-22 Actual	2022-23 Budget		2023-24 Proposed	2023-24 Approved	2023-24 Adopted
			RESOURCES			
\$ -	\$ -	\$ -	Beginning fund balance	\$ -	\$ -	\$ -
			Revenue			
-	-	-	Fines, interest and other	4,430	4,430	4,430
-	-	-	Total revenue	4,430	4,430	4,430
			Other sources			
-	-	-	Transfers in	246,172	246,172	246,172
-	-	-	Total other sources	246,172	246,172	246,172
-	-	-	Total resources	250,602	250,602	250,602
			REQUIREMENTS			
			Expenditures			
			Materials and services			
-	-	-	Professional & technical	10,000	10,000	10,000
-	-	-	Total materials & services	10,000	10,000	10,000
-	-	-	Total expenditures	10,000	10,000	10,000
-	-	-	Ending Fund Balance	-	-	-
-	-	-	Contingency	123,086	123,086	123,086
-	-	-	Reserved for Future Years	117,516	117,516	117,516
\$ -	\$ -	\$ -	Total requirements	\$ 250,602	\$ 250,602	\$ 250,602

Performance Measures

As this fund becomes more established, performance measures will be established and outlined in future years.

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.

2022-23 Highlights

- Developed a plan and strategy on how best to utilize current and future TLT Funds (City-wide Value – Fiscal Responsibility and Livability & Workability)

2023-24 Goals

- Research and develop a plan to potentially grow this tax program (City-wide Value – Fiscal Responsibility)
- Support Sherwood Center for the Arts (City-wide Value – Livability & Workability)

2020-21 Actual	2021-22 Actual	2022-23 Budget		2023-24 Proposed	2023-24 Approved	2023-24 Adopted
			RESOURCES			
\$ 9,932	\$ 70,847	\$ 207,330	Beginning fund balance	\$ 376,512	\$ 376,512	\$ 376,512
			Revenue			
60,706	135,688	135,000	Intergovernmental	150,000	150,000	150,000
209	795	1,000	Fines, interest and other	1,000	1,000	1,000
60,915	136,483	136,000	Total revenue	151,000	151,000	151,000
70,847	207,330	343,330	Total resources	527,512	527,512	527,512
			REQUIREMENTS			
			Expenditures			
			Other uses			
-	-	-	Transfers out	527,512	527,512	527,512
-	-	-	Total other uses	527,512	527,512	527,512
70,847	207,330	-	Ending Fund Balance	-	-	-
-	-	-	Contingency	-	-	-
-	-	343,330	Reserved for Future Years	-	-	-
\$ 70,847	\$ 207,330	\$ 343,330	Total requirements	\$ 527,512	\$ 527,512	\$ 527,512

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 grant-funded program was the Metro Community Enhancement Program (CEP) and the American Rescue Plan Act (ARPA).

2022-23 Highlights

- Awarded funds to community applicants totaling \$79,171 (City-wide Value – Livability & Workability)
- Committee developed additional application criteria and funding priorities
- Spent federal ARPA funding in compliance with federal rules and regulations (City-wide Value – Fiscal Responsibility)

2023-24 Goals

- Provide opportunities to groups who have not learned about the CEP program (City-wide Value – Citizen Engagement)
- Expand advertising and outreach (City-wide Value – Citizen Engagement)

2020-21 Actual	2021-22 Actual	2022-23 Budget		2023-24 Proposed	2023-24 Approved	2023-24 Adopted
\$ 48,816	\$ 24,306	\$ 49,033	RESOURCES			
			Beginning fund balance	\$ 38,780	\$ 38,780	\$ 38,780
72,691	73,333	4,480,422	Revenue			
9	12,849	55,877	Intergovernmental	101,000	101,000	101,000
72,700	86,182	4,536,299	Fines, interest and other	-	-	-
121,516	110,488	4,585,332	Total revenue	101,000	101,000	101,000
			Total resources	139,780	139,780	139,780
			REQUIREMENTS			
			Expenditures			
			Materials and services			
92,581	57,339	79,171	Professional & technical	84,320	84,320	84,320
92,581	57,339	79,171	Total materials & services	84,320	84,320	84,320
			Total expenditures	84,320	84,320	84,320
			Other uses			
4,629	4,117	4,474,782	Transfers out	5,050	5,050	5,050
4,629	4,117	4,474,782	Total other uses	5,050	5,050	5,050
			Ending Fund Balance	-	-	-
24,306	49,033	-	Contingency	6,989	5,050	5,050
-	-	4,510	Reserved for Future Years	43,421	45,360	45,360
-	-	26,869	Total requirements	\$ 139,780	\$ 139,780	\$ 139,780
\$ 121,516	\$ 110,488	\$ 4,585,332				

Performance Measures

Strategy	Measures	FY21-22 Actual	FY22-23 Actual	FY23-24 Projected
Increase awareness to potential grant recipients.	Number of applications	7	11	8

Community Investment Fund

The Community Investment Fund is a newly created fund this fiscal year. There are many projects and needs in the community that require funding. This fund will be utilized to help support those projects and needs.

2023-24 Goals

- Build fund balance through investment income.
- Develop a spending plan.

2020-21 Actual	2021-22 Actual	2022-23 Budget		2023-24 Proposed	2023-24 Approved	2023-24 Adopted
			RESOURCES			
\$ -	\$ -	\$ -	Beginning fund balance	\$ -	\$ -	\$ -
			Revenue			
-	-	-	Fines, interest and other	39,200	39,200	39,200
-	-	-	Total revenue	39,200	39,200	39,200
			Other sources			
-	-	-	Transfers in	4,089,130	4,089,130	4,089,130
-	-	-	Total other sources	4,089,130	4,089,130	4,089,130
-	-	-	Total resources	4,128,330	4,128,330	4,128,330
			REQUIREMENTS			
-	-	-	Expenditures	-	-	-
-	-	-		-	-	-
-	-	-	Ending Fund Balance	-	-	-
-	-	-	Contingency	4,089,130	4,089,130	4,089,130
-	-	-	Reserved for Future Years	39,200	39,200	39,200
\$ -	\$ -	\$ -	Total requirements	\$ 4,128,330	\$ 4,128,330	\$ 4,128,330

Performance Measures

As this fund becomes more established, performance measures will be established and outlined in future years.

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 and the remaining fund balance was returned to the General Fund in FY2022-23.

Oregon Budget Law requires data for three historical years to be included in the budget details. Once there is no data reflected in those years, the fund will no longer be represented in the budget document.

2020-21 Actual	2021-22 Actual	2022-23 Budget		2023-24 Proposed	2023-24 Approved	2023-24 Adopted
RESOURCES						
\$ 75,664	\$ 78,687	\$ 77,281	Beginning fund balance	\$ -	\$ -	\$ -
Revenue						
272,699	-	-	Taxes	-	-	-
624	(1,406)	752	Fines, interest and other	-	-	-
273,323	(1,406)	752	Total revenue	-	-	-
348,986	77,281	78,033	Total resources	-	-	-
UNALLOCATED REQUIREMENTS						
Debt service						
265,000	-	-	Principal - 2011 Police Ref GO	-	-	-
5,299	-	-	Interest - 2011 Police Ref GO	-	-	-
270,299	-	-	Total debt service	-	-	-
-	-	78,033	Transfers out	-	-	-
-	-	78,033	Total other uses	-	-	-
78,687	77,281	-	Ending Fund Balance	-	-	-
-	-	-	Reserved for Future Years	-	-	-
\$ 348,986	\$ 77,281	\$ 78,033	Total requirements	\$ -	\$ -	\$ -

Budget Detail

Street Operations Fund

Street Operations Fund

2020-21 Actual	2021-22 Actual	2022-23 Budget		2023-24 Proposed	2023-24 Approved	2023-24 Adopted
\$ 2,805,943	\$ 2,586,771	\$ 3,795,430	RESOURCES			
			Beginning fund balance	\$ 3,547,879	\$ 3,547,879	\$ 3,547,879
1,874,607	2,035,025	1,924,103	Revenue			
739,211	686,427	735,944	Intergovernmental	2,040,529	2,040,529	2,040,529
-	738,723	-	Charges for services	723,000	723,000	723,000
24,903	24,053	52,000	Infrastructure development	-	-	-
2,638,721	3,484,229	2,712,047	Fines, interest and other	75,000	75,000	75,000
			Total revenue	2,838,529	2,838,529	2,838,529
5,444,664	6,071,000	6,507,477	Total resources	6,386,408	6,386,408	6,386,408
			REQUIREMENTS			
			Expenditures			
333,051	317,351	500,013	Personal services			
32,797	35,104	50,405	Salaries and wages	368,382	368,382	368,382
148,928	157,312	222,125	Payroll taxes	43,325	43,325	43,325
514,775	509,767	772,543	Benefits	178,969	178,969	178,969
			Total personal services	590,676	590,676	590,676
121,395	102,978	213,300	Materials and services			
638,717	559,080	950,971	Professional & technical	39,300	39,300	39,300
25,454	25,415	30,777	Facility and equipment	961,366	961,366	961,366
87,885	93,852	110,100	Other purchased services	30,945	30,945	30,945
1,949	3,687	7,200	Supplies	91,500	91,500	91,500
290,341	225,113	542,894	Minor equipment	7,500	7,500	7,500
1,165,740	1,010,125	1,855,243	Cost Allocation	536,201	536,201	536,201
			Total materials & services	1,666,812	1,666,812	1,666,812
467,378	5,678	-	Capital outlay			
467,378	5,678	-	Infrastructure	-	-	-
			Total capital outlay	-	-	-
2,147,893	1,525,570	2,627,786	Total expenditures	2,257,488	2,257,488	2,257,488
710,000	750,000	750,000	Other uses			
710,000	750,000	750,000	Transfers out	763,138	763,138	763,138
			Total other uses	763,138	763,138	763,138
2,586,771	3,795,430	-	Ending Fund Balance	-	-	-
-	-	135,602	Contingency	141,926	141,926	141,926
-	-	183,319	Reserved for Future Years - Maint.	169,048	169,048	169,048
-	-	2,810,770	Reserved for Future Years	3,054,808	3,054,808	3,054,808
\$ 5,444,664	\$ 6,071,000	\$ 6,507,477	Total requirements	\$ 6,386,408	\$ 6,386,408	\$ 6,386,408

Street Operations

The Street Operations fund is responsible for the repair and maintenance of over 58.7 miles of transportation system which includes paved streets, alleyways, sidewalks, signals, pedestrian crossings, streetlights, signs and markings.



2022-23 Highlights

- Responded to storm events (City-wide Goal – Infrastructure and Livability)
- Continued street sign reflectivity program (City-wide Goal – Infrastructure and Livability)
- Completed Pavement Management Program projects/slurry seal/crack sealing (City-wide Goal – Infrastructure and Livability)
- Continued implementation of ADA ramp program (City-wide Goal – Infrastructure and Livability)
- Completed inspection of all contract work (City-wide Goal – Infrastructure and Livability)
- Continued the Sidewalk program; completed 289 sidewalk deficiencies, 228 shaves and 61 replacements (City-wide Goal – Infrastructure, Livability and Public Safety)
- Continued Tree Trimming program (City-wide Goal – Infrastructure and Livability)
- Completed City-wide ADA Transition Plan (City-wide Goal – Infrastructure and Livability)

2023-24 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 – Infrastructure)

Performance Measures

Strategy	Measures	FY21-22 Actual	FY22-23 Projected	FY23-24 Projected
Maintain roads and right-of-way to the highest quality standard	City-wide average PCI rating	86	85	86
	Number of street segments	748	772	778
	Number of street segments reconstructed	4	6	4
	Number of street segments slurry sealed	16	0	48
	Number of street segments cracks sealed	80	48	90
Maintain street signage and striping for safety	Number of signs updated/replaced	55	70	100
	Number of lane miles restriped	13.6	13.6	13.6
	Number of thermo-plastic street legends installed or replaced	29	50	60
	Street Signs	2,247	2,400	2,500

Street Capital Projects

- Tualatin-Sherwood Rd widening
- Oregon St (Tonquin & Murdoc
- Arrow Street Construction
- Traffic Calming
- Ice Age Drive Design & Construction
- Shaumburg (Division to end)
- Timbrel (Middleton to Sunset)
- Oregon Street Improvements
- 99W Pedestrian Bridge
- Cedar Creek Trail Supplement Work
- Cedar Creek Trail Crossing 99W
- Sunset (Eucalyptus to St. Charles)
- Sunset (St. Charles to Myrica)
- Sunset (Myrica to Main)
- Meineke Roundabout

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

2020-21 Actual	2021-22 Actual	2022-23 Budget		2023-24 Proposed	2023-24 Approved	2023-24 Adopted
\$ 6,149,317	\$ 5,427,968	\$ 6,883,843	RESOURCES			
			Beginning fund balance	\$ 7,360,995	\$ 7,360,995	\$ 7,360,995
			Revenue			
59,894	60,791	60,000	Charges for services	64,000	64,000	64,000
814,628	1,666,478	700,000	Infrastructure development	2,287,565	2,287,565	2,287,565
49,596	35,765	30,000	Fines, interest and other	145,000	145,000	145,000
<u>924,119</u>	<u>1,763,034</u>	<u>790,000</u>	Total revenue	<u>2,496,565</u>	<u>2,496,565</u>	<u>2,496,565</u>
			Other sources			
710,000	750,000	750,000	Transfers in	763,138	763,138	763,138
<u>710,000</u>	<u>750,000</u>	<u>750,000</u>	Total other sources	<u>763,138</u>	<u>763,138</u>	<u>763,138</u>
			Total resources	10,620,698	10,620,698	10,620,698
7,783,436	7,941,002	8,423,843	REQUIREMENTS			
			Expenditures			
			Personal services			
52,996	49,009	76,599	Salaries and wages	75,790	75,790	75,790
4,253	4,255	6,797	Payroll taxes	7,536	7,536	7,536
25,519	23,239	34,997	Benefits	42,181	42,181	42,181
<u>82,768</u>	<u>76,503</u>	<u>118,392</u>	Total personal services	<u>125,507</u>	<u>125,507</u>	<u>125,507</u>
			Materials and services			
135,614	248,626	-	Professional & technical	-	-	-
(1,500)	199	-	Facility and equipment	-	-	-
6,968	1,161	-	Other purchased services	1,500	1,500	1,500
232	30,116	-	Supplies	-	-	-
-	2,824	-	Minor equipment	-	-	-
1,200	-	-	Other materials & services	-	-	-
<u>70,971</u>	<u>60,756</u>	<u>33,911</u>	Cost Allocation	<u>157,189</u>	<u>157,189</u>	<u>157,189</u>
<u>213,486</u>	<u>343,682</u>	<u>33,911</u>	Total materials & services	<u>158,689</u>	<u>158,689</u>	<u>158,689</u>
			Capital outlay			
441,157	560,651	3,377,255	Infrastructure	1,513,138	1,513,138	1,513,138
<u>441,157</u>	<u>560,651</u>	<u>3,377,255</u>	Total capital outlay	<u>1,513,138</u>	<u>1,513,138</u>	<u>1,513,138</u>
			Total expenditures	<u>1,797,334</u>	<u>1,797,334</u>	<u>1,797,334</u>
			Other uses			
1,618,057	76,322	950,000	Transfers out	650,000	650,000	650,000
<u>1,618,057</u>	<u>76,322</u>	<u>950,000</u>	Total other uses	<u>650,000</u>	<u>650,000</u>	<u>650,000</u>
			Ending Fund Balance	-	-	-
5,427,966	6,883,843	-	Reserved for Future Years	8,173,364	8,173,364	8,173,364
<u>-</u>	<u>-</u>	<u>3,944,284</u>	Total requirements	10,620,698	10,620,698	10,620,698
\$ 7,783,436	\$ 7,941,002	\$ 8,423,843				

General Construction Projects

- Trail Network Expansion Improvements
- Tannery Site Cleanup – pre-development
- Tannery Site Cleanup Enhancement Plans
- Adj. Art Center Design
- Murdock Park Infill Projects

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

2020-21 Actual	2021-22 Actual	2022-23 Budget		2023-24 Proposed	2023-24 Approved	2023-24 Adopted
\$ 1,578,428	\$ 1,792,586	\$ 1,657,707	RESOURCES			
			Beginning fund balance	\$ 2,030,102	\$ 2,030,102	\$ 2,030,102
			Revenue			
30,360	29,231	30,000	Franchise Fees	30,000	30,000	30,000
66,201	86,554	70,000	Charges for services	86,000	86,000	86,000
133,955	750,577	300,000	Infrastructure development	1,355,013	1,355,013	1,355,013
14,348	13,356	11,000	Fines, interest and other	65,000	65,000	65,000
<u>244,865</u>	<u>879,718</u>	<u>411,000</u>	Total revenue	<u>1,536,013</u>	<u>1,536,013</u>	<u>1,536,013</u>
			Other sources			
1,618,057	76,322	950,000	Transfers in	650,000	650,000	650,000
<u>1,618,057</u>	<u>76,322</u>	<u>950,000</u>	Total other sources	<u>650,000</u>	<u>650,000</u>	<u>650,000</u>
<u>3,441,350</u>	<u>2,748,626</u>	<u>3,018,707</u>	Total resources	<u>4,216,115</u>	<u>4,216,115</u>	<u>4,216,115</u>
			REQUIREMENTS			
			Expenditures			
			Personal services			
27,939	41,766	28,005	Salaries and wages	39,072	39,072	39,072
2,233	3,579	2,519	Payroll taxes	3,895	3,895	3,895
13,776	21,922	14,864	Benefits	21,564	21,564	21,564
<u>43,948</u>	<u>67,267</u>	<u>45,388</u>	Total personal services	<u>64,531</u>	<u>64,531</u>	<u>64,531</u>
			Materials and services			
-	97,143	-	Professional & technical	180,000	180,000	180,000
-	156	79,000	Facility and equipment	6,500	6,500	6,500
3,327	1,147	-	Other purchased services	-	-	-
-	716	-	Supplies	-	-	-
37,378	45,141	40,947	Cost Allocation	80,821	80,821	80,821
<u>40,705</u>	<u>144,303</u>	<u>119,947</u>	Total materials & services	<u>267,321</u>	<u>267,321</u>	<u>267,321</u>
			Capital outlay			
-	620,235	-	Land	-	-	-
1,564,111	-	1,071,590	Infrastructure	950,000	950,000	950,000
-	250,154	-	Buildings	-	-	-
-	8,960	-	Other improvements	-	-	-
-	-	-	Furniture and equipment	-	-	-
<u>1,564,111</u>	<u>879,349</u>	<u>1,071,590</u>	Total capital outlay	<u>950,000</u>	<u>950,000</u>	<u>950,000</u>
<u>1,648,764</u>	<u>1,090,919</u>	<u>1,236,925</u>	Total expenditures	<u>1,281,852</u>	<u>1,281,852</u>	<u>1,281,852</u>
1,792,585	1,657,707	-	Ending Fund Balance	-	-	-
-	-	1,781,782	Reserved for Future Years	2,934,263	2,934,263	2,934,263
<u>\$ 3,441,350</u>	<u>\$ 2,748,626</u>	<u>\$ 3,018,707</u>	Total requirements	<u>\$ 4,216,115</u>	<u>\$ 4,216,115</u>	<u>\$ 4,216,115</u>

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.

2020-21 Actual	2021-22 Actual	2022-23 Budget		2023-24 Proposed	2023-24 Approved	2023-24 Adopted
\$ 15,537,148	\$ 16,461,810	\$ 26,646,682	RESOURCES			
			Beginning fund balance	\$ 24,180,611	\$ 24,180,611	\$ 24,180,611
			Revenue			
6,402,114	6,332,047	6,339,500	Charges for services	6,563,055	6,563,055	6,563,055
331,183	725,087	-	Infrastructure development	719,532	719,532	719,532
137,297	123,557	291,000	Fines, interest and other	481,000	481,000	481,000
<u>6,870,594</u>	<u>7,180,690</u>	<u>6,630,500</u>	Total revenue	<u>7,763,587</u>	<u>7,763,587</u>	<u>7,763,587</u>
			Other sources			
10,735,580	9,997,403	-	Issuance of long-term debt	-	-	-
<u>10,735,580</u>	<u>9,997,403</u>	<u>-</u>	Total other sources	<u>-</u>	<u>-</u>	<u>-</u>
<u>33,143,322</u>	<u>33,639,903</u>	<u>33,277,182</u>	Total resources	<u>31,944,198</u>	<u>31,944,198</u>	<u>31,944,198</u>
			REQUIREMENTS			
			Expenditures			
			Personal services			
503,796	486,390	580,715	Salaries and wages	617,171	617,171	617,171
47,504	50,295	58,901	Payroll taxes	68,731	68,731	68,731
<u>218,728</u>	<u>216,134</u>	<u>282,888</u>	Benefits	<u>307,804</u>	<u>307,804</u>	<u>307,804</u>
<u>770,027</u>	<u>752,818</u>	<u>922,504</u>	Total personal services	<u>993,706</u>	<u>993,706</u>	<u>993,706</u>
			Materials and services			
309,767	147,526	172,350	Professional & technical	150,975	150,975	150,975
1,472,288	1,187,223	1,696,715	Facility and equipment	1,768,930	1,768,930	1,768,930
489,117	511,331	562,795	Other purchased services	590,423	590,423	590,423
70,863	132,224	150,836	Supplies	138,250	138,250	138,250
3,941	7,645	26,000	Minor equipment	14,500	14,500	14,500
303,246	339,655	504,250	Cost Allocation	768,021	768,021	768,021
<u>2,649,223</u>	<u>2,325,605</u>	<u>3,112,946</u>	Total materials & services	<u>3,431,099</u>	<u>3,431,099</u>	<u>3,431,099</u>
			Capital outlay			
812,059	2,192,698	11,261,077	Infrastructure	7,941,710	7,941,710	7,941,710
<u>812,059</u>	<u>2,192,698</u>	<u>11,261,077</u>	Total capital outlay	<u>7,941,710</u>	<u>7,941,710</u>	<u>7,941,710</u>
<u>4,231,309</u>	<u>5,271,120</u>	<u>15,296,527</u>	Total expenditures	<u>12,366,515</u>	<u>12,366,515</u>	<u>12,366,515</u>
			Debt service			
11,562,000	1,081,000	1,406,000	Principal	1,486,000	1,486,000	1,486,000
745,969	496,586	853,607	Interest	775,620	775,620	775,620
142,234	144,515	-	Issuance costs	-	-	-
<u>12,450,203</u>	<u>1,722,101</u>	<u>2,259,607</u>	Total debt service	<u>2,261,620</u>	<u>2,261,620</u>	<u>2,261,620</u>
16,461,810	26,646,682	-	Ending Fund Balance	-	-	-
-	-	290,025	Contingency	306,203	306,203	306,203
-	-	175,661	Reserved for Future Years - Fleet	205,661	205,661	205,661
-	-	8,612,314	Reserved for Future Years - Ops	8,283,294	8,283,294	8,283,294
-	-	6,643,048	Reserved for Future Years - Cap	8,520,905	8,520,905	8,520,905
<u>\$ 33,143,322</u>	<u>\$ 33,639,903</u>	<u>\$ 33,277,182</u>	Total requirements	<u>\$ 31,944,198</u>	<u>\$ 31,944,198</u>	<u>\$ 31,944,198</u>

Budget Detail

Water Operations

Water Operations

2020-21 Actual	2021-22 Actual	2022-23 Budget		2023-24 Proposed	2023-24 Approved	2023-24 Adopted
\$ 7,108,066	\$ 7,973,919	\$ 9,738,745	RESOURCES			
			Beginning fund balance	\$ 9,218,815	\$ 9,218,815	\$ 9,218,815
			Revenue			
5,802,114	6,332,047	5,689,500	Charges for services	5,913,055	5,913,055	5,913,055
73,140	66,206	111,000	Fines, interest and other	211,000	211,000	211,000
5,875,254	6,398,252	5,800,500	Total revenue	6,124,055	6,124,055	6,124,055
			Other sources			
10,735,580	-	-	Issuance of long-term debt	-	-	-
10,735,580	-	-	Total other sources	-	-	-
23,718,899	14,372,171	15,539,245	Total resources	15,342,870	15,342,870	15,342,870
			REQUIREMENTS			
			Expenditures			
			Personal services			
502,178	485,727	546,696	Salaries and wages	580,370	580,370	580,370
47,212	50,007	55,848	Payroll taxes	64,942	64,942	64,942
218,230	215,814	265,346	Benefits	286,810	286,810	286,810
767,619	751,548	867,890	Total personal services	932,122	932,122	932,122
			Materials and services			
192,241	127,145	172,350	Professional & technical	150,975	150,975	150,975
1,472,288	1,187,223	1,696,715	Facility and equipment	1,768,930	1,768,930	1,768,930
489,117	511,331	562,795	Other purchased services	590,423	590,423	590,423
70,863	132,224	150,836	Supplies	138,250	138,250	138,250
3,941	7,645	26,000	Minor equipment	14,500	14,500	14,500
301,898	338,725	488,027	Cost Allocation	690,892	690,892	690,892
2,530,348	2,304,293	3,096,723	Total materials & services	3,353,970	3,353,970	3,353,970
			Capital outlay			
(3,185)	-	237,025	Infrastructure	-	-	-
(3,185)	-	237,025	Total capital outlay	-	-	-
3,294,783	3,055,840	4,201,638	Total expenditures	4,286,092	4,286,092	4,286,092
			Debt service			
11,562,000	1,081,000	1,406,000	Principal	1,486,000	1,486,000	1,486,000
745,969	496,586	853,607	Interest	775,620	775,620	775,620
142,234	-	-	Issuance costs	-	-	-
12,450,203	1,577,586	2,259,607	Total debt service	2,261,620	2,261,620	2,261,620
7,973,914	9,738,745	-	Ending Fund Balance	-	-	-
-	-	290,025	Contingency	306,203	306,203	306,203
-	-	175,661	Reserved for Future Years - Fleet	205,661	205,661	205,661
-	-	8,612,314	Reserved for Future Years	8,283,294	8,283,294	8,283,294
\$ 23,718,899	\$ 14,372,171	\$ 15,539,245	Total requirements	\$ 15,342,870	\$ 15,342,870	\$ 15,342,870

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.

2022-23 Highlights

- Completed annual reporting requirements to the State (City wide goal-infrastructure)
- Coordinated and managed testing of all 3106 active backflow assemblies (City wide goal-infrastructure)
- Completed hydrant maintenance program (1/2 of system) (City wide goal-infrastructure)
- Completed Uni-Directional flushing program (City wide goal-infrastructure)
- Completed meter testing of 2” and larger meters (City wide goal-infrastructure)
- Responded to two (2) water main break emergencies (City wide goal-infrastructure)
- Completed installation of Norton Waterline Replacement (City wide goal-infrastructure)

2023-24 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 various Resiliency Projects (City wide goal-infrastructure)
- Complete installation of Park Row Waterline Replacement (City wide goal infrastructure)
- Complete meter maintenance program (City wide goal-infrastructure)

Performance Measures

Strategy	Measures	FY21-22 Actual	FY22-23 Projected	FY23-24 Projected
Provide clean and safe water via an efficiently maintained and operated water system	Million gallons of water used City-wide annually	700	705	705
	Million gallons of water flushed to maintain water quality	1.4	1.4	1.4
	Miles of water lines maintained	85.87	86	86.5
	Active service connections	6,124	6190	6,220
	Number of water quality samples taken annually	267	300	320
Assure back flow prevention program is current and meets all requirements	Number of backflow systems installed	3106	3,200	3,250
	Percentage of backflow systems tested	98.3%	98%	100%

Water Capital Projects

- Willamette River Water Treatment Plant 20.0 mgd Expansion
- TVWD Capacity Improvements 6.2 to 9.7 mgd
- WIF Capacity Improvements to 6.2 mgd
- Routine Water Replacement Program
- Tualatin-Sherwood Road County Conflict Improvements
- Sunset Pump Station Flex Connections
- Park Row to Division Water Line Upgrade

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

2020-21 Actual	2021-22 Actual	2022-23 Budget		2023-24 Proposed	2023-24 Approved	2023-24 Adopted
\$ 8,429,087	\$ 8,487,896	\$ 16,907,937	RESOURCES			
			Beginning fund balance	\$ 14,961,796	\$ 14,961,796	\$ 14,961,796
			Revenue			
600,000	-	650,000	Charges for services	650,000	650,000	650,000
331,183	725,087	-	Infrastructure development	719,532	719,532	719,532
64,152	57,346	180,000	Fines, interest and other	270,000	270,000	270,000
<u>995,335</u>	<u>782,433</u>	<u>830,000</u>	Total revenue	<u>1,639,532</u>	<u>1,639,532</u>	<u>1,639,532</u>
			Other sources			
-	9,997,403	-	Issuance of long-term debt	-	-	-
<u>-</u>	<u>9,997,403</u>	<u>-</u>	Total other sources	<u>-</u>	<u>-</u>	<u>-</u>
9,424,422	19,267,732	17,737,937	Total resources	16,601,328	16,601,328	16,601,328
			REQUIREMENTS			
			Expenditures			
			Personal services			
1,618	663	34,019	Salaries and wages	36,801	36,801	36,801
292	288	3,053	Payroll taxes	3,789	3,789	3,789
498	320	17,542	Benefits	20,994	20,994	20,994
<u>2,408</u>	<u>1,270</u>	<u>54,614</u>	Total personal services	<u>61,584</u>	<u>61,584</u>	<u>61,584</u>
			Materials and services			
117,526	20,382	-	Professional & technical	-	-	-
1,349	930	16,223	Cost Allocation	77,129	77,129	77,129
<u>118,874</u>	<u>21,312</u>	<u>16,223</u>	Total materials & services	<u>77,129</u>	<u>77,129</u>	<u>77,129</u>
			Capital outlay			
815,243	2,192,698	11,024,052	Infrastructure	7,941,710	7,941,710	7,941,710
<u>815,243</u>	<u>2,192,698</u>	<u>11,024,052</u>	Total capital outlay	<u>7,941,710</u>	<u>7,941,710</u>	<u>7,941,710</u>
			Total expenditures	<u>8,080,423</u>	<u>8,080,423</u>	<u>8,080,423</u>
			Debt service			
-	144,515	-	Issuance costs	-	-	-
<u>-</u>	<u>144,515</u>	<u>-</u>	Total debt service	<u>-</u>	<u>-</u>	<u>-</u>
8,487,896	16,907,937	-	Ending Fund Balance	-	-	-
-	-	6,643,048	Reserved for Future Years	8,520,905	8,520,905	8,520,905
\$ 9,424,422	\$ 19,267,732	\$ 17,737,937	Total requirements	\$ 16,601,328	\$ 16,601,328	\$ 16,601,328

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.

2020-21 Actual	2021-22 Actual	2022-23 Budget		2023-24 Proposed	2023-24 Approved	2023-24 Adopted
			RESOURCES			
\$ 3,485,260	\$ 3,420,694	\$ 3,587,200	Beginning fund balance	\$ 2,760,710	\$ 2,760,710	\$ 2,760,710
			Revenue			
138,029	980,739	581,900	Intergovernmental	2,978,276	2,978,276	2,978,276
785,373	814,211	792,000	Charges for services	832,000	832,000	832,000
38,288	135,852	75,000	Infrastructure development	158,515	158,515	158,515
32,119	22,537	22,000	Fines, interest and other	67,000	67,000	67,000
993,808	1,953,340	1,470,900	Total revenue	4,035,791	4,035,791	4,035,791
4,479,068	5,374,034	5,058,100	Total resources	6,796,501	6,796,501	6,796,501
			REQUIREMENTS			
			Expenditures			
			Personal services			
220,860	233,849	243,886	Salaries and wages	261,289	261,289	261,289
21,041	24,281	25,440	Payroll taxes	29,730	29,730	29,730
95,563	112,335	119,478	Benefits	134,082	134,082	134,082
337,464	370,466	388,804	Total personal services	425,101	425,101	425,101
			Materials and services			
61,216	47,697	95,250	Professional & technical	99,400	99,400	99,400
2,188	1,674	2,628	Facility and equipment	2,450	2,450	2,450
112,381	115,589	122,165	Other purchased services	126,549	126,549	126,549
7,758	3,138	16,200	Supplies	14,050	14,050	14,050
10,026	12,607	10,000	Minor equipment	10,000	10,000	10,000
232,371	216,201	393,335	Cost Allocation	345,317	345,317	345,317
425,941	396,906	639,578	Total materials & services	597,766	597,766	597,766
			Capital outlay			
294,969	1,019,462	1,602,739	Infrastructure	3,487,420	3,487,420	3,487,420
294,969	1,019,462	1,602,739	Total capital outlay	3,487,420	3,487,420	3,487,420
1,058,375	1,786,833	2,631,121	Total expenditures	4,510,287	4,510,287	4,510,287
3,420,694	3,587,200	-	Ending Fund Balance	-	-	-
-	-	40,195	Contingency	43,045	43,045	43,045
-	-	195,510	Reserved for Future Years - Fleet	225,510	225,510	225,510
-	-	561,689	Reserved for Future Years - Ops	578,815	578,815	578,815
-	-	1,629,586	Reserved for Future Years - Cap	1,438,844	1,438,844	1,438,844
\$ 4,479,068	\$ 5,374,034	\$ 5,058,100	Total requirements	\$ 6,796,501	\$ 6,796,501	\$ 6,796,501

Budget Detail

Sanitary Operations

Sanitary Operations

2020-21 Actual	2021-22 Actual	2022-23 Budget		2023-24 Proposed	2023-24 Approved	2023-24 Adopted
\$ 822,850	\$ 950,282	\$ 1,064,846	RESOURCES			
			Beginning fund balance	\$ 882,280	\$ 882,280	\$ 882,280
			Revenue			
6,818	2,449	1,900	Intergovernmental	1,900	1,900	1,900
785,373	814,211	792,000	Charges for services	832,000	832,000	832,000
11,325	8,228	10,000	Fines, interest and other	27,000	27,000	27,000
803,516	824,887	803,900	Total revenue	860,900	860,900	860,900
1,626,366	1,775,169	1,868,746	Total resources	1,743,180	1,743,180	1,743,180
			REQUIREMENTS			
			Expenditures			
			Personal services			
191,818	215,350	204,866	Salaries and wages	219,091	219,091	219,091
18,744	22,762	22,020	Payroll taxes	25,607	25,607	25,607
85,578	104,758	100,432	Benefits	109,343	109,343	109,343
296,141	342,869	327,318	Total personal services	354,041	354,041	354,041
			Materials and services			
61,216	42,039	95,250	Professional & technical	99,400	99,400	99,400
2,188	1,674	2,628	Facility and equipment	2,450	2,450	2,450
102,546	115,493	120,165	Other purchased services	126,549	126,549	126,549
7,758	3,138	16,200	Supplies	14,050	14,050	14,050
10,026	12,607	10,000	Minor equipment	10,000	10,000	10,000
196,212	192,503	347,617	Cost Allocation	256,319	256,319	256,319
379,947	367,455	591,860	Total materials & services	508,768	508,768	508,768
			Capital outlay			
-	-	152,174	Infrastructure	33,000	33,000	33,000
-	-	152,174	Total capital outlay	33,000	33,000	33,000
676,089	710,324	1,071,352	Total expenditures	895,809	895,809	895,809
950,278	1,064,846	-	Ending Fund Balance	-	-	-
-	-	40,195	Contingency	43,045	43,045	43,045
-	-	195,510	Reserved for Future Years - Fleet	225,510	225,510	225,510
-	-	561,689	Reserved for Future Years	578,815	578,815	578,815
\$ 1,626,366	\$ 1,775,169	\$ 1,868,746	Total requirements	\$ 1,743,180	\$ 1,743,180	\$ 1,743,180

Sanitary Operations

The Sanitary Operations program manages and operates 61.7 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.

2022-23 Highlights

- Met all required CWS performance measures (City-wide Goal – Infrastructure)
- Cleaned 81,451 feet of sanitary main lines, 1/4 of our Sanitary System (City-wide Goal – Infrastructure)
- Videoed 40,725 feet of sanitary main lines, 1/8 of our Sanitary System (City-wide Goal – Infrastructure)
- Completed brushing and posting program (City-wide Goal – Infrastructure)
- Completed annual inspections at City businesses to ensure Fat Oil and Grease (FOG) compliance (City-wide Goal – Infrastructure)
- Provided semi-annual cleaning of sanitary sewer mainlines which are essential to FOG from our food establishments (City-wide Goal – Infrastructure)

2023-24 Goals

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

Performance Measures

Strategy	Measures	FY21-22 Actual	FY22-23 Projected	FY 23-24 Projected
Scheduled maintenance of wastewater infrastructure	Total feet of sanitary lines	325,139	325,807	327,000
	Percentage of lines cleaned	28%	25%	25%
	Percentage of lines video inspected	14%	13%	13%
	Number of overflows or backups	1	0	0
	Percentage of businesses inspected and in compliance with City’s FOG Program	100%	100%	100%
	Percentage of manholes inspected performance measure changed for manhole inspections	30%	20%	20%

Sanitary Capital Projects

- Rock Creek Trunk Capacity Upgrade, Phase II
- Old Town Laterals
- Brookman Sanitary Sewer Trunk Line

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

2020-21 Actual	2021-22 Actual	2022-23 Budget		2023-24 Proposed	2023-24 Approved	2023-24 Adopted
			RESOURCES			
\$ 2,662,410	\$ 2,470,412	\$ 2,522,355	Beginning fund balance	\$ 1,878,431	\$ 1,878,431	\$ 1,878,431
			Revenue			
131,211	978,291	580,000	Intergovernmental	2,976,376	2,976,376	2,976,376
38,288	135,852	75,000	Infrastructure development	158,515	158,515	158,515
20,794	14,310	12,000	Fines, interest and other	40,000	40,000	40,000
190,292	1,128,453	667,000	Total revenue	3,174,891	3,174,891	3,174,891
2,852,702	3,598,865	3,189,355	Total resources	5,053,322	5,053,322	5,053,322
			REQUIREMENTS			
			Expenditures			
			Personal services			
29,042	18,499	39,020	Salaries and wages	42,198	42,198	42,198
2,297	1,519	3,420	Payroll taxes	4,123	4,123	4,123
9,984	7,578	19,046	Benefits	24,739	24,739	24,739
41,323	27,596	61,486	Total personal services	71,060	71,060	71,060
			Materials and services			
-	5,658	-	Professional & technical	-	-	-
9,835	96	2,000	Other purchased services	-	-	-
36,163	23,698	45,718	Cost Allocation	88,998	88,998	88,998
45,998	29,452	47,718	Total materials & services	88,998	88,998	88,998
			Capital outlay			
294,969	1,019,462	1,450,565	Infrastructure	3,454,420	3,454,420	3,454,420
294,969	1,019,462	1,450,565	Total capital outlay	3,454,420	3,454,420	3,454,420
382,290	1,076,510	1,559,769	Total expenditures	3,614,478	3,614,478	3,614,478
2,470,412	2,522,355	-	Ending Fund Balance	-	-	-
-	-	1,629,586	Reserved for Future Years	1,438,844	1,438,844	1,438,844
\$ 2,852,702	\$ 3,598,865	\$ 3,189,355	Total requirements	\$ 5,053,322	\$ 5,053,322	\$ 5,053,322

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.

2020-21 Actual	2021-22 Actual	2022-23 Budget		2023-24 Proposed	2023-24 Approved	2023-24 Adopted
			RESOURCES			
\$ 5,948,518	\$ 6,099,115	\$ 6,920,086	Beginning fund balance	\$ 7,502,644	\$ 7,502,644	\$ 7,502,644
			Revenue			
16	-	-	Intergovernmental	-	-	-
2,116,224	2,081,045	2,482,377	Charges for services	2,760,000	2,760,000	2,760,000
11,755	78,058	50,000	Infrastructure development	69,956	69,956	69,956
51,060	40,969	79,000	Fines, interest and other	100,000	100,000	100,000
2,179,055	2,200,071	2,611,377	Total revenue	2,929,956	2,929,956	2,929,956
8,127,573	8,299,186	9,531,463	Total resources	10,432,600	10,432,600	10,432,600
			REQUIREMENTS			
			Expenditures			
			Personal services			
366,717	401,376	510,690	Salaries and wages	519,035	519,035	519,035
37,925	45,936	55,288	Payroll taxes	60,996	60,996	60,996
169,112	197,153	250,412	Benefits	256,067	256,067	256,067
573,755	644,465	816,390	Total personal services	836,098	836,098	836,098
			Materials and services			
95,854	115,517	120,900	Professional & technical	59,300	59,300	59,300
23,851	16,474	53,273	Facility and equipment	87,300	87,300	87,300
145,560	150,047	161,945	Other purchased services	167,342	167,342	167,342
23,043	16,194	56,900	Supplies	48,650	48,650	48,650
10,168	13,130	10,500	Minor equipment	10,000	10,000	10,000
270,570	315,334	497,532	Cost Allocation	668,659	668,659	668,659
569,048	626,696	901,050	Total materials & services	1,041,251	1,041,251	1,041,251
			Capital outlay			
885,655	107,939	984,755	Infrastructure	1,005,000	1,005,000	1,005,000
885,655	107,939	984,755	Total capital outlay	1,005,000	1,005,000	1,005,000
2,028,457	1,379,100	2,702,195	Total expenditures	2,882,349	2,882,349	2,882,349
6,099,116	6,920,086	-	Ending Fund Balance	-	-	-
-	-	107,369	Contingency	122,000	122,000	122,000
-	-	-	Reserved for Future Years - Fleet	-	-	-
-	-	5,115,476	Reserved for Future Years - Ops	5,652,111	5,652,111	5,652,111
-	-	1,606,424	Reserved for Future Years - Cap	1,776,140	1,776,140	1,776,140
\$ 8,127,573	\$ 8,299,186	\$ 9,531,463	Total requirements	\$ 10,432,600	\$ 10,432,600	\$ 10,432,600

Budget Detail

Stormwater Operations

Stormwater Operations

2020-21 Actual	2021-22 Actual	2022-23 Budget		2023-24 Proposed	2023-24 Approved	2023-24 Adopted
\$ 4,023,265	\$ 4,171,298	\$ 4,664,818	RESOURCES			
			Beginning fund balance	\$ 5,071,193	\$ 5,071,193	\$ 5,071,193
16	-	-	Revenue			
1,716,224	1,681,045	2,082,377	Intergovernmental	-	-	-
-	44,115	-	Charges for services	2,360,000	2,360,000	2,360,000
33,602	29,013	65,000	Infrastructure development	-	-	-
1,749,843	1,754,173	2,147,377	Fines, interest and other	80,000	80,000	80,000
			Total revenue	2,440,000	2,440,000	2,440,000
5,773,108	5,925,471	6,812,195	Total resources	7,511,193	7,511,193	7,511,193
			REQUIREMENTS			
			Expenditures			
			Personal services			
337,898	375,453	465,973	Salaries and wages	481,596	481,596	481,596
35,671	43,794	51,346	Payroll taxes	57,356	57,356	57,356
153,755	182,586	225,576	Benefits	234,872	234,872	234,872
527,324	601,833	742,895	Total personal services	773,824	773,824	773,824
			Materials and services			
95,854	115,517	120,900	Professional & technical	59,300	59,300	59,300
23,851	16,474	53,273	Facility and equipment	87,300	87,300	87,300
145,560	150,047	161,945	Other purchased services	167,342	167,342	167,342
23,043	16,194	56,900	Supplies	48,650	48,650	48,650
10,168	13,130	10,500	Minor equipment	10,000	10,000	10,000
233,200	278,701	442,938	Cost Allocation	590,666	590,666	590,666
531,678	590,063	846,456	Total materials & services	963,258	963,258	963,258
			Capital outlay			
542,809	68,756	-	Infrastructure	-	-	-
542,809	68,756	-	Total capital outlay	-	-	-
1,601,810	1,260,652	1,589,351	Total expenditures	1,737,082	1,737,082	1,737,082
4,171,298	4,664,818	-	Ending Fund Balance	-	-	-
-	-	107,369	Contingency	122,000	122,000	122,000
-	-	-	Reserved for Future Years - Fleet	-	-	-
-	-	5,115,476	Reserved for Future Years	5,652,111	5,652,111	5,652,111
\$ 5,773,108	\$ 5,925,471	\$ 6,812,195	Total requirements	\$ 7,511,193	\$ 7,511,193	\$ 7,511,193

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.



2022-23 Highlights

- Cleaned 58,958 feet of stormwater main lines
- Cleaned/inspected 1,890 catch basins
- Cleaned 91 water quality manholes semi-annually
- Treated 1,796 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 903 yards of leaves
- Planted 1100 trees (only one tree planting)
- Completed monthly sweeping of streets and city parking lots

2023-24 Goals

- Meet CWS Performance Standards (City-wide Value – 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 number of functional facilities (City-wide Goal – Infrastructure)

Performance Measures

Strategy	Measures	FY21-22 Actual	FY22-23 Projected	FY23-24 Projected
Scheduled maintenance of Stormwater infrastructure	Total feet of Stormwater lines	351,849	353,750	355,000
	Percentage of system videoed	12%	13%	13%
	Percentage of Stormwater lines cleaned	17%	17%	17%
	Total number of sumped catch basins	1,787	1,796	1,820
	Percentage of catch basins cleaned	99.3%	100%	100%
	Number of WQFs, LIDA rehabilitated/enhanced	3	3	3

Stormwater Capital Projects

- Citywide Catch Basin Remediation Program
- Stella Olsen Park Drainage Swale Upgrade
- Woodhaven Swales
- Water Quality Facility Refurbishments
- Oregon Street Regional Water Quality Facility
- Second & Park Steet Storm Water Facility
- Gleneagle Drive Regional Storm New Facility

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

2020-21 Actual	2021-22 Actual	2022-23 Budget		2023-24 Proposed	2023-24 Approved	2023-24 Adopted
			RESOURCES			
\$ 1,925,253	\$ 1,927,817	\$ 2,255,268	Beginning fund balance	\$ 2,431,451	\$ 2,431,451	\$ 2,431,451
			Revenue			
400,000	400,000	400,000	Charges for services	400,000	400,000	400,000
11,755	33,943	50,000	Infrastructure development	69,956	69,956	69,956
17,457	11,956	14,000	Fines, interest and other	20,000	20,000	20,000
429,212	445,898	464,000	Total revenue	489,956	489,956	489,956
2,354,465	2,373,716	2,719,268	Total resources	2,921,407	2,921,407	2,921,407
			REQUIREMENTS			
			Expenditures			
			Personal services			
28,820	25,923	44,717	Salaries and wages	37,439	37,439	37,439
2,254	2,142	3,942	Payroll taxes	3,640	3,640	3,640
15,357	14,567	24,836	Benefits	21,195	21,195	21,195
46,431	42,631	73,495	Total personal services	62,274	62,274	62,274
			Materials and services			
37,371	36,633	54,594	Cost Allocation	77,993	77,993	77,993
37,371	36,633	54,594	Total materials & services	77,993	77,993	77,993
			Capital outlay			
342,846	39,183	984,755	Infrastructure	1,005,000	1,005,000	1,005,000
342,846	39,183	984,755	Total capital outlay	1,005,000	1,005,000	1,005,000
426,648	118,448	1,112,844	Total expenditures	1,145,267	1,145,267	1,145,267
1,927,817	2,255,268	-	Ending Fund Balance	-	-	-
-	-	1,606,424	Reserved for Future Years	1,776,140	1,776,140	1,776,140
\$ 2,354,465	\$ 2,373,716	\$ 2,719,268	Total requirements	\$ 2,921,407	\$ 2,921,407	\$ 2,921,407

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.

2020-21 Actual	2021-22 Actual	2022-23 Budget		2023-24 Proposed	2023-24 Approved	2023-24 Adopted
\$ 976,771	\$ (739,985)	\$ 8,770,556	RESOURCES			
			Beginning fund balance	\$ 4,975,225	\$ 4,975,225	\$ 4,975,225
			Revenue			
346,856	-	1,666,000	Intergovernmental	1,516,000	1,516,000	1,516,000
769,744	932,436	1,330,881	Charges for services	1,348,060	1,348,060	1,348,060
4,013	72,716	80,000	Fines, interest and other	50,000	50,000	50,000
<u>1,120,613</u>	<u>1,005,152</u>	<u>3,076,881</u>	Total revenue	<u>2,914,060</u>	<u>2,914,060</u>	<u>2,914,060</u>
			Other sources			
-	-	-	Transfers in	-	-	-
-	14,954,700	-	Issuance of long-term debt	-	-	-
-	14,954,700	-	Total other sources	-	-	-
<u>2,097,384</u>	<u>15,219,867</u>	<u>11,847,437</u>	Total resources	<u>7,889,285</u>	<u>7,889,285</u>	<u>7,889,285</u>
			REQUIREMENTS			
			Expenditures			
			Personal services			
431,322	676,345	1,715,166	Salaries and wages	1,204,141	1,204,141	1,204,141
37,392	62,410	163,931	Payroll taxes	127,604	127,604	127,604
179,250	292,559	967,718	Benefits	704,920	704,920	704,920
<u>647,965</u>	<u>1,031,313</u>	<u>2,846,815</u>	Total personal services	<u>2,036,665</u>	<u>2,036,665</u>	<u>2,036,665</u>
			Materials and services			
821,980	421,193	365,000	Professional & technical	127,500	127,500	127,500
188,538	192,339	254,683	Facility and equipment	341,421	341,421	341,421
89,261	157,694	208,890	Other purchased services	198,515	198,515	198,515
240,161	2,313,022	256,000	Supplies	262,500	262,500	262,500
-	-	-	Community activities	-	-	-
88,294	28,934	33,750	Minor equipment	51,500	51,500	51,500
278,550	1,024,380	1,732,660	Cost Allocation	1,357,373	1,357,373	1,357,373
<u>1,706,784</u>	<u>4,137,561</u>	<u>2,850,983</u>	Total materials & services	<u>2,338,809</u>	<u>2,338,809</u>	<u>2,338,809</u>
			Capital outlay			
305,175	-	1,816,000	Infrastructure	1,616,000	1,616,000	1,616,000
17,544	705,838	256,000	Furniture and equipment	40,000	40,000	40,000
<u>322,719</u>	<u>705,838</u>	<u>2,072,000</u>	Total capital outlay	<u>1,656,000</u>	<u>1,656,000</u>	<u>1,656,000</u>
<u>2,677,468</u>	<u>5,874,713</u>	<u>7,769,798</u>	Total expenditures	<u>6,031,474</u>	<u>6,031,474</u>	<u>6,031,474</u>
			Debt service			
113,045	115,882	118,791	Principal	121,772	121,772	121,772
46,857	323,190	364,260	Interest	361,279	361,279	361,279
-	135,526	-	Issuance costs	-	-	-
<u>159,902</u>	<u>574,599</u>	<u>483,051</u>	Total debt service	<u>483,051</u>	<u>483,051</u>	<u>483,051</u>
(739,986)	8,770,556	-	Ending Fund Balance	-	-	-
-	-	158,508	Contingency	291,406	291,406	291,406
-	-	3,436,080	Reserved for Future Years	1,083,354	1,083,354	1,083,354
<u>\$ 2,097,384</u>	<u>\$15,219,867</u>	<u>\$ 11,847,437</u>	Total requirements	<u>\$ 7,889,285</u>	<u>\$ 7,889,285</u>	<u>\$ 7,889,285</u>

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.



2022-23 Highlights

- Completed "Area A" of the Fiber to the Home project. Making service available to 1100 homes
- Completed 3 new Business Park Installs adding 55 newly serviceable suites..
- Completed Ladd Hill rural expansion providing service to a large business and making residential services available.
- Completed Middlebrook subdivision fiber project,
- Rolled out new 2 and 5 gig Internet services as well as our Wifi-Pro service
- Completion of the engineering phase on our state broadband grant.
- Integrated broadband support with the Public Works customer service and Billing teams
- Completed multiple Marketing outreach efforts, for both construction notification, and new customer solicitation.

2023-24 Goals

- Continue construction of the Fiber to the Home project.
 - Continued progress on material acquisition.
 - Public outreach and marketing utilizing internal and external resources.
- Complete construction for the state broadband grant
- Continue to pursue new revenue opportunities.
 - State/Federal broadband grants
 - Service to assisted living facilities and apartment complexes
 - Expansion of IT Services offering
- Continue to expand partnerships with local agencies.

Performance Measures

Strategy	Measures	FY21-22 Actual	FY22-23 Projected	FY23-24 Projected
Provide quality broadband services to the business community	Total number of accounts/opportunities	520	825	1050
	Number of business opportunities	81	87	95
	Number of rural accounts	167	179	185
	Number of accounts lost	9	10	10

Personnel FTE Allocation Comparison to Prior Years

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Actual	Adopted 2022-23 Budget	Proposed 2023-24 Budget	Approved 2023-24 Budget	Adopted 2023-24 Budget
Administration	17.9	16.3	16.4	18.0	16.9	17.9	17.9	17.9
Community Development	13.5	14.1	15.0	15.1	16.0	10.0	10.0	10.0
Public Safety	27.2	30.0	32.0	28.7	32.5	33.0	33.0	33.0
Community Services	20.7	21.1	21.1	20.3	22.1	22.9	22.9	22.9
Public Works Operations	11.7	12.4	11.4	11.2	11.9	17.9	17.9	17.9
General Fund Total	91.0	93.9	95.9	93.3	99.4	101.7	101.7	101.7
Water Operations	6.5	6.3	6.5	6.1	7.0	7.2	7.2	7.2
Water Capital	-	0.2	0.1	0.1	0.2	0.2	0.2	0.2
Water Fund Total	6.5	6.5	6.6	6.2	7.2	7.4	7.4	7.4
Sanitary Operations	3.0	2.8	3.0	3.0	2.7	2.7	2.7	2.7
Sanitary Capital	0.2	0.5	0.5	0.1	0.3	0.4	0.4	0.4
Sanitary Fund Total	3.2	3.3	3.5	3.1	3.0	3.1	3.1	3.1
Storm Operations	5.3	7.5	5.9	5.9	5.8	6.2	6.2	6.2
Storm Capital	0.2	0.7	0.2	0.1	0.4	0.4	0.4	0.4
Storm Fund Total	5.5	8.2	6.1	6.0	6.2	6.6	6.6	6.6
Transient Lodging Tax	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-
Public Art	-	-	-	-	-	-	-	-
Economic Development and Promotion	-	-	-	-	-	-	-	-
Investment	-	-	-	-	-	-	-	-
Street Operations	3.6	5.2	4.7	4.4	4.8	4.3	4.3	4.3
Street Capital	0.5	0.8	0.5	0.6	0.4	0.7	0.7	0.7
General Construction	0.4	0.5	0.3	0.3	0.2	0.3	0.3	0.3
Broadband	0.9	1.1	4.9	8.4	20.5	21.0	21.0	21.0
2000 URA Operations	0.3	0.5	0.5	0.3	0.5	-	-	-
2021 URA Operations	-	-	-	-	0.5	1.1	1.1	1.1
2021 URA Capital	-	-	-	0.1	0.5	0.8	0.8	0.8
Total	111.9	120.0	123.0	122.7	143.2	146.5	146.5	146.5

Changes to personnel for Proposed FY23-24

Administration	
Communications / Marketing Manager	0.5
P/T HR Specialist - Human Resources	0.5
P/T Finance Tech - Finance	0.5
Community Services	
Administrative Assistant I from .5 FTE to .75 - Senior Center	0.25
Enterprise Funds	
Maintenance Worker II - Utilities	1.0
Broadband	
Communications / Marketing Manager	0.5
	<u>3.2</u>

Salary Schedule - Effective July 1, 2023

AFSCME Represented Positions	Group Range	Minimum Hourly	Maximum Hourly	Minimum Monthly	Maximum Monthly
Library Page Recreation Assistant	500	\$ 15.64	\$ 19.83	\$ 2,711	\$ 3,438
No current positions	600	\$ 17.98	\$ 22.80	\$ 3,117	\$ 3,952
Administrative Assistant I Library Assistant I	700	\$ 19.77	\$ 25.07	\$ 3,427	\$ 4,346
Administrative Assistant II Library Assistant II Maintenance Worker I	800	\$ 22.75	\$ 28.84	\$ 3,943	\$ 5,000
City Records Technician Court Clerk I Engineering Technician I Finance Technician I Kitchen Coordinator Permit Specialist Planning Technician Recreation Specialist Telecommunications Utility Worker I Utility Billing Technician	900	\$ 24.78	\$ 31.42	\$ 4,295	\$ 5,447
Maintenance Worker II Police Records Specialist	1000	\$ 26.78	\$ 33.96	\$ 4,642	\$ 5,886
Broadband Install Tech City Volunteer Coordinator Court Clerk II Engineering Program Associate Engineering Technician II Finance Technician II Lead Billing Technician Lead Permit Specialist Librarian I Maintenance Worker III Mechanic Planning Coordinator Program and Event Coordinator Telecommunications Utility Worker II Records Management Coordinator	1100	\$ 28.92	\$ 36.68	\$ 5,013	\$ 6,357
Asset Management Specialist Assistant Planner Code Compliance Officer Engineering Technician III Lead Maintenance Worker	1200	\$ 31.23	\$ 39.60	\$ 5,413	\$ 6,864
Accountant Associate Planner Building Inspector-Plans Examiner II Engineering Associate I Environmental Program Coordinator GIS Programmer/Analyst Lead Telecommunications Utility Worker Librarian II Technical Services Librarian	1300	\$ 34.66	\$ 43.95	\$ 6,008	\$ 7,618
Building Inspector-Plans Examiner III Senior Accountant	1400	\$ 37.09	\$ 47.03	\$ 6,428	\$ 8,152
Senior Planner	1500	\$ 40.06	\$ 50.80	\$ 6,944	\$ 8,805

Salary Schedule - Effective July 1, 2023 (continued)

SPOA Represented Positions	Group Range	Minimum Hourly	Maximum Hourly	Minimum Monthly	Maximum Monthly
Police Officer	*	\$ 34.02	\$ 43.41	\$ 5,896	\$ 7,525
Community Services Officer (CSO)	*	\$ 30.41	\$ 38.81	\$ 5,271	\$ 6,728
Non-Represented Positions	Group Range	Minimum Hourly	Maximum Hourly	Minimum Monthly	Maximum Monthly
Administrative Assistant III Confidential Legal Assistant Human Resources Technician Payroll Financial Specialist	1100N	\$ 28.84	\$ 36.57	\$ 4,999	\$ 6,339
Desktop Support Technician Executive Assistant Human Resources Specialist	1200N	\$ 31.13	\$ 39.48	\$ 5,396	\$ 6,843
Business Systems Analyst Court Supervisor Fleet Supervisor	1300N	\$ 34.56	\$ 43.83	\$ 5,991	\$ 7,597
Adult Community Center Manager Emergency Management Coordinator Program Analyst Senior Telecommunication Technician Systems Administrator	1400N	\$ 36.98	\$ 46.89	\$ 6,409	\$ 8,127
Accounting Supervisor Art Center Manager Customer Services Supervisor Engineering Associate II Human Resources Analyst IT Analyst Network Engineer Public Works Utility Supervisor Recreation Supervisor	1500N	\$ 39.95	\$ 50.65	\$ 6,924	\$ 8,780
Civil Engineer Library Operations Supervisor Public Works Operations Supervisor Senior IT Analyst	1600N	\$ 43.53	\$ 55.20	\$ 7,545	\$ 9,567
City Recorder Economic Development Manager Human Resources Manager Planning Manager Police Sergeant Senior Network Engineer	1700N	\$ 47.01	\$ 59.61	\$ 8,149	\$ 10,333
Broadband Manager Building Official Information Technology Manager Library Manager Utility Manager	1800N	\$ 49.85	\$ 63.21	\$ 8,641	\$ 10,957
City Engineer Police Captain	1900N	\$ 56.82	\$ 72.05	\$ 9,848	\$ 12,488
Community Development Director Community Services Director Finance Director IT Director Public Works Director	2000N	\$ 64.20	\$ 81.41	\$ 11,128	\$ 14,111
Assistant City Manager Police Chief	2100N	\$ 68.04	\$ 86.28	\$ 11,794	\$ 14,956
Municipal Judge City Attorney City Manager	Contract Employees				

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 polices and guidelines for public sector accounting and financial reporting. The City of Sherwood is responsible for adhering to the requirements of these organizations and for seeking guidance from policies, standards and best practices set forth by these organizations.
5. **Authority:** The Sherwood City Council is the sole authority for deleting, modifying, or adding to these policies. Every two years, the Council shall engage the Budget Committee to review and update these policies.

Policy 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 20% of fund revenue.

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

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.

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.

American Rescue Plan Act (ARPA) – Federal stimulus program to provide direct relief to cities, towns and villages in the United States of America.

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

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

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

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 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 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 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.

Consolidated Appropriations Act (CAA) – Federal continuation of the CARES Act in response to the COVID-19 pandemic.

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

Coronavirus Aid, Relief and Economic Security (CARES) Act - provided economic assistance for American workers, families, small business and industries in response to the COVID-19 pandemic.

COVID-19 - is the disease caused by SARS-CoV-2, the coronavirus that emerged in December 2019.

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.

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

Division - An organizational unit with a distinct budget.

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.

GAAP – Generally Accepted Accounting Principles A common set of accounting principles, standards and procedures issued by the Financial Accounting Standards Board.

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.

Major fund – A government's most important fund as determined by revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds AND at least 5 percent of the aggregate amount for all governmental and enterprise funds, as well as any fund that management believes is important to users of the information.

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.

Nonmajor Funds – A fund that mathematically is not significant but are used to account for specified revenues or activities.

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.

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.

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.

PSU - Portland State University. The University prepares population 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.

SPOA - Sherwood Police Officers' Association union.

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

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.

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.