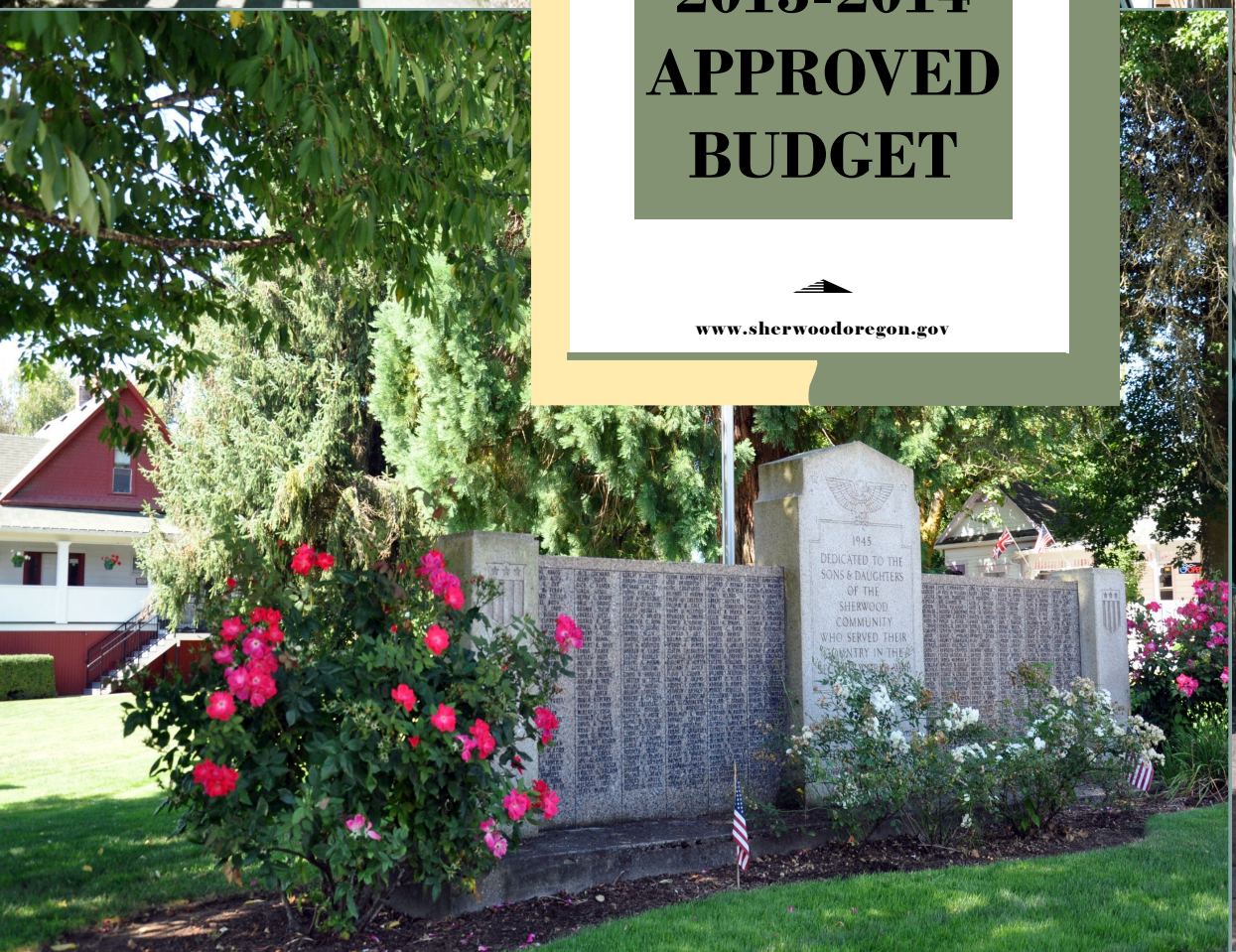
City of Sherwood Oregon

Home of the Tualatin River National Wildlife Refuge

2013-2014 APPROVED BUDGET

www.sherwoodoregon.gov



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Sherwood

Oregon

For the Fiscal Year Beginning

July 1, 2012

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Sherwood, Oregon for its annual budget for the Fiscal year beginning July 1, 2012.

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

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

City of Sherwood, Oregon

22560 SW Pine Street
Sherwood, OR 97140

Approved Budget

2013-2014

Budget Committee

City Council

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

Citizens

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

City Manager	Joe Gall
Finance Director/Budget Officer	Craig Gibons

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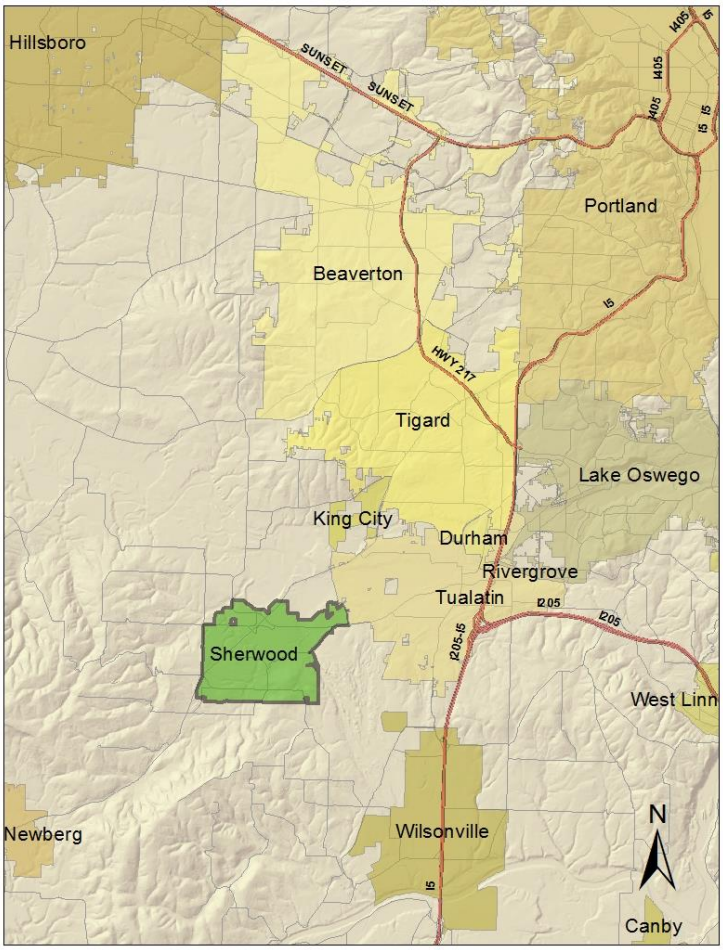
About the City

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

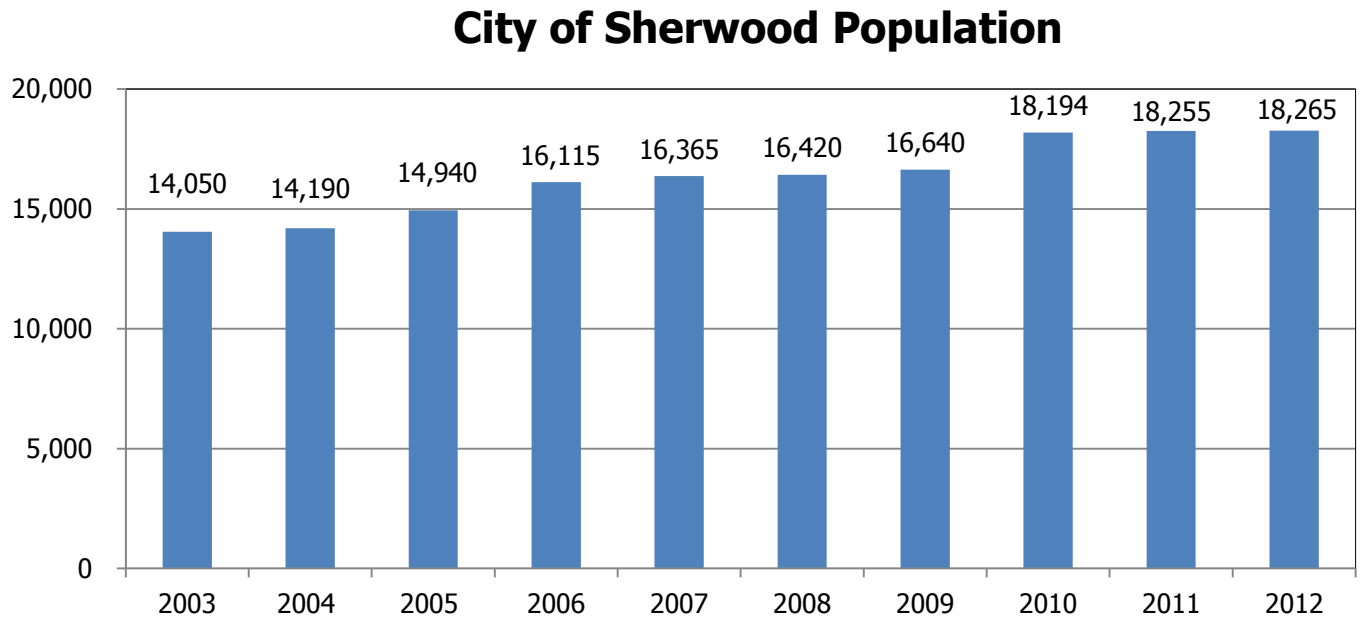


The City of Sherwood has all powers granted to municipal corporations by State statutes, including the power to issue debt, levy taxes on real property within its boundaries, and extend its corporate limits by annexation.

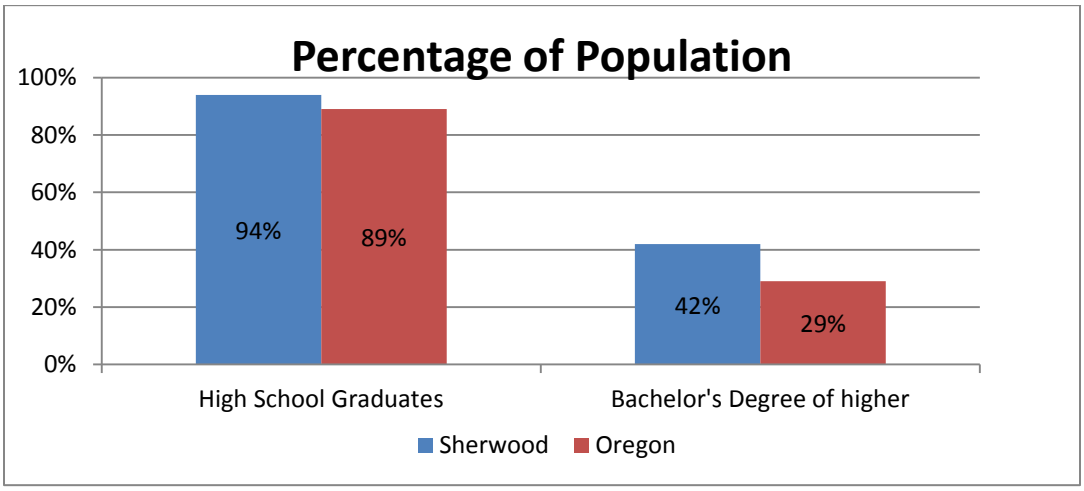
The City provides a full range of services: police protection; library; construction and maintenance of streets, parks, and utility infrastructure; recreational activities and cultural events; current and long-range planning; development review; and building permits and construction inspection. Senior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

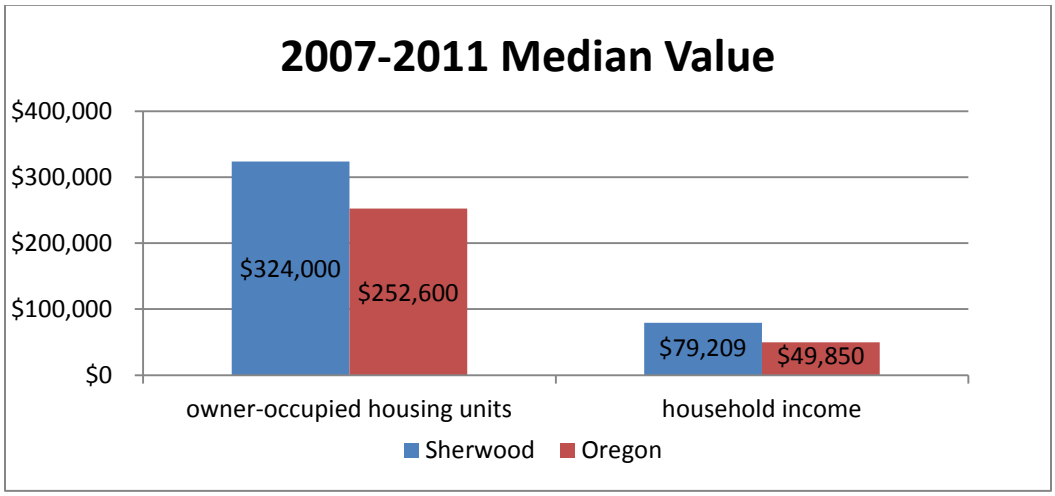
Sherwood is governed by a City Council comprised of an elected Mayor and six Councilors. The City Council exercises policy-making and legislative authority and is responsible for City legislation, adopting the budget, appointing committees, and hiring the City Manager. The Mayor serves a two year term.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

According to Portland State University's Population Research Center the City's population as of July 1, 2012 was 18,265, and is predicted to increase by 100 people per year for the next several years.



Roughly one third of Sherwood's population is under the age of 18 and 51.1% of the population is female. Sherwood has an average of three people per household as compared to 2.5 in Oregon as a whole.

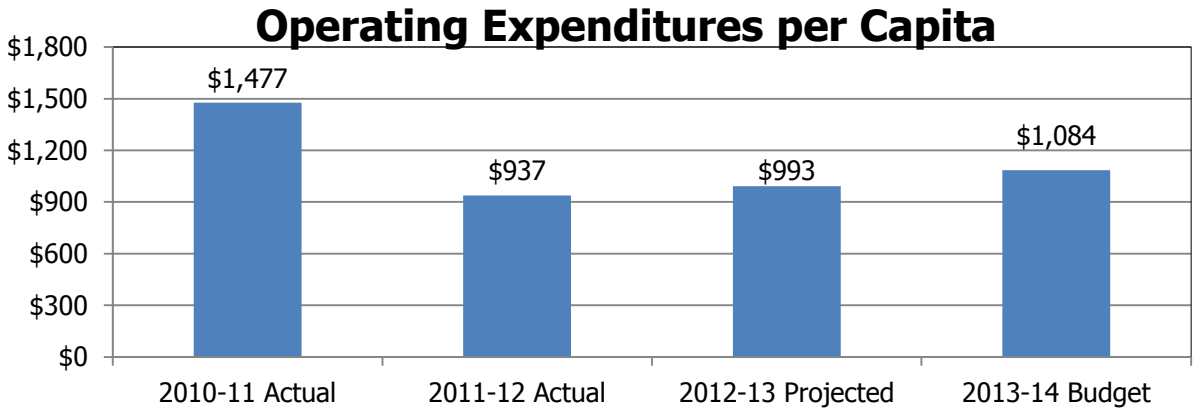




In December 2002, the Metropolitan Service District, the regional land use planning entity, added about 300 acres to the City's Urban Growth Boundary (UGB). Planning for future land uses, civic services, and infrastructure improvements has begun. Annexation requires voter approval.

Sherwood is in the Portland, Oregon – Vancouver, Washington metropolitan area. The economy of the metro area is broad and well diversified. According to Oregon Employment Department data, Sherwood's top four industries by the number of employees are food and drink services, manufacturing, specialty trade contractors, and educational services. 31.8% of the businesses in Sherwood are owned by women.

City wide operating costs are budgeted to increase 9.4% in FY13-14 while the population only increased by 10 people resulting in an increase in cost per capita for our citizens.



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

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

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

Unless otherwise specified the population data above was provided by the U.S. Census Bureau: State and County QuickFacts. Last Revised: Thursday, 10-Jan-2013 10:44:12 EST

Fiscal Year 2013-14
City Manager's Budget Message

April 5, 2013

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

As City Manager for the City of Sherwood, it is my pleasure to present the proposed Fiscal Year 2013-14 budget for the City of Sherwood. This proposed budget is submitted as required by Chapter 294, Sections 294.305 to 294.520 of the Oregon Revised Statutes and Chapter VIII, Section 33.e.6 of the Sherwood Municipal Code. As an important reminder to citizens reviewing this proposed budget, state budget law provides for three levels of review and scrutiny of this budget: the City Manager, the Budget Committee, and the City Council. At any step in this process, the reviewing body can and should alter the proposed budget if they believe it is in the best interests of the City of Sherwood. We are excited to be able to maintain a fiscally responsible budget, while continuing to provide the quality of public services our citizens have come to enjoy and expect from the City.

In January 2012, the League of Oregon Cities released a report called the "State of the Cities" in Oregon. The opening paragraph of this report states that:

Oregon's cities have yet to bottom out from the recent economic recession, and many are pessimistic about a rebound in the near future. The collapse of the housing market, combined with suffocating property tax limitations, have financially hamstrung cities and caused many to make significant cuts to basic services, such as public safety, while deferring needed infrastructure and maintenance projects. Meanwhile, quality of life programs, including libraries, transportation and social services have been reduced or eliminated altogether in many cities.

The conclusion of the report also states that:

Over the past few years, Oregon's cities have struggled mightily to align revenues and expenditures, and that challenge will continue indefinitely for most. The economic downturn and punitive property tax limitations have left many cities with few options but to cut, cut, cut. While most cities have become more efficient and have been strategic in reducing expenditures, many are now facing increasingly difficult, if not impossible, budgetary choices at a time when citizen demand for services is escalating and infrastructure needs are mounting.

These two paragraphs encapsulate the challenges we faced in developing the proposed budget for FY2013-14.

Although the economy has improved in the past year, we continue to remain cautious about any significant improvement in Oregon's economy. The Oregon Office of Economic Analysis predicts that in the near term there is little hope that Oregon will see much immediate improvement in economic growth. Federal government cutbacks and tax increases are weighing on the economy, and the pipeline of future orders has slowed among many local manufacturing industries. Despite the weak near-term outlook, the stage is set for stronger growth should the economy manage to successfully navigate the next few months. (Quarterly Oregon Economic Forecast; March 2013, Volume XXXIII, No. 1).

Within our Sherwood community, signs of economic growth are evident in a variety of key areas. Residential development activity is beginning to pick up with a number of new subdivisions under construction or in the development review process. New businesses to our community such as Kohls, Dutch Brothers, Petco Unleashed, and Northwest Natural Gas have all opened in recent months. An existing business, the Bank of Oswego has reinvested in Old Town Sherwood. And our citizens voted this past November to allow the Tonquin Employment Area to be annexed into our city. Once developed, this future job center will help diversify our tax base and provide jobs for our residents.

Budget Approach

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

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

Prepare a Budget that lays the foundation for next three years – As much as this budget is for one year, it was created with the idea that our revenue scenarios are not likely to change within the next three years. Although there is beginning to be good signs that the economy is slowly picking up, there is still a large amount of economic uncertainty within our region and Oregon. The three year financial forecast from our Finance Director does not provide a sustainable scenario without making additional cuts in the next few years.

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

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

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

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

Budget Highlights

The Budget as a Whole

The proposed budget for FY2013-14 has a combined operating and capital budget totaling $40,919,336. This represents a decrease of $4,178,986 million dollars or 9.71% from the adopted FY2012-13 Budget. The proposed budget funds a total workforce of 99 Full Time Equivalent (FTE), a reduction of 2% from the current workforce. The following is a summary of these personnel changes:

- Elimination of Associate Planner position in Community Development
- Elimination of Engineering Associate 1 position in Community Development
- Elimination of Administrative Assistant position in Public Works
- Elimination of Human Resources Manager position in Administration
- Addition of Human Resources Analyst position in Administration
- Addition of Half-Time Administrative Assistant position in Community Development

Total Personal Services costs are budgeted to increase 4.5% between the current adopted year budget and the proposed FY2013-14 Budget. Key personnel services' cost increases in this proposed budget are as follows:

- Insurance costs are budgeted to increase by 10.07%. A small portion of this increase is due to a rate increase, but most of it is due to several employees opting into the program. This results in an overall increase of $121,244 compared with the current fiscal year budget.
- PERS rates are increasing from an average of 19.42% of salary to 22.18% of salary. This results in an overall increase of $305,576 compared with the current fiscal year budget.
- The City is currently in negotiations with both the AFSCME unit and Sherwood Police Association (SPOA). We are budgeting a 2.1% cost of living increase for all employees.

General Fund

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

- Administration
- Public Safety
- Public Works
- Community Development
- Community Services

The General Fund budget for FY2013-14 is 5% higher than the adopted FY2012-13 budget on a net expenditure basis. The management team will discuss the budgets for these divisions during the Budget Committee meetings. I will provide a high level review of the Fund in total here.

<u>Fund Balance</u>

The General Fund's beginning fund balance for FY2013-14 is budgeted at $2,623,551 and the ending fund balance is budgeted at $2,629,580. This fund balance is based on operating revenues of $9,692,313, an interfund loan payment of $146,000, operating expenses of $9,782,284, and an interfund Transfer Out of $50,000. The change in fund balance is proposed to be a small gain of $6,029.

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

- Unlike many Oregon cities during the great recession, our fund balance has increased annually for the past seven years, including a small increase in this proposed budget.
- Our financial policies require an unrestricted fund balance of at least 10% of fund revenue with a goal of 20%. Our beginning fund balance is at 27% which exceeds our financial goal.

The primary reason for this success is strong financial management by the Department Directors and staff over the past five years. This fact was reinforced in the City's most recent Bond Rating analysis (September 2012). The rating company commented, "The A1 rating reflects….sound financial operations with a recently improved general fund balance…"

Key Elements of the General Fund

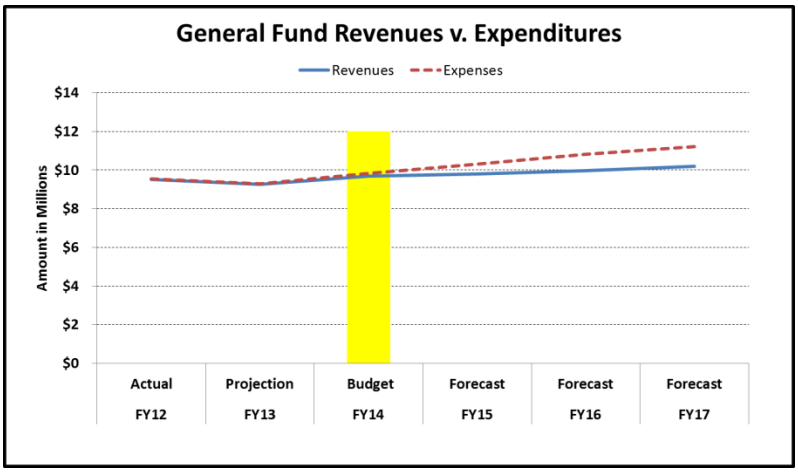
Personnel Services
The Personnel Services budget for FY2013-14 is $7,652,894. That is 6.5% higher than the current adopted FY2012-13 budget. It is important to note that Personal Services costs make up 78% of the General Fund budget.

Materials and Services
Materials and Services (M&S) expenses are those expenses incurred during the normal course of conducting the business of the City. Items included in this category are professional contract services, supplies, utilities, and property and liability insurance. The total net M&S expenses (expenses after charging out some costs to the enterprise funds) for the proposed budget for the General Fund are $1,839,834, a 1.5% decrease from the current fiscal year adopted budget.

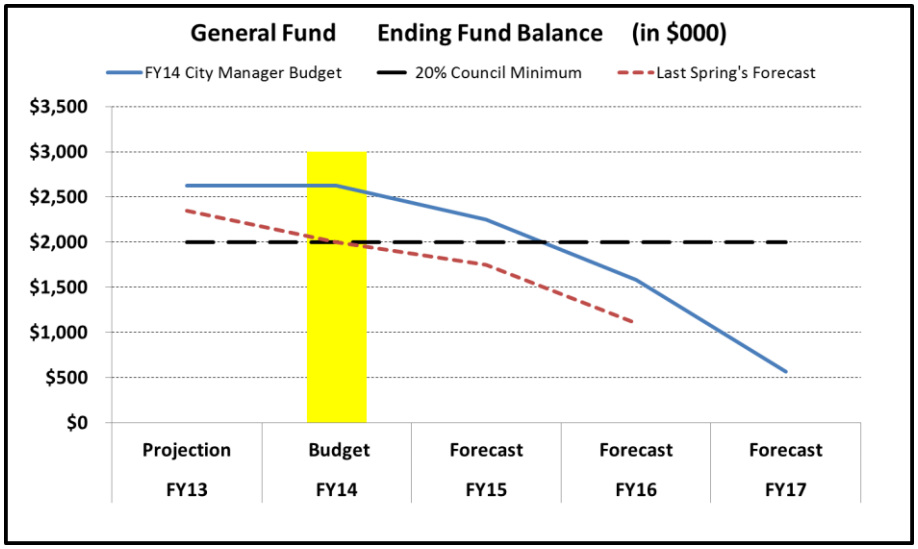
Other Expenditure Categories

- Capital Outlay ($151,209) is 9% less than the current FY2012-13 budget.
- Debt Service Payments ($138,347) are 1% less than the current FY2012-13 budget.
- Transfers Out are $50,000. This is the first installment of the Turf Replacement Reserve which will be established in the Capital Construction Fund. This will begin planning for the replacement of the new Snyder Park turf field that will be installed this summer.
- Reserves include $107,017 in the equipment replacement reserve and $40,000 in the infrastructure reserve.

The General Fund Forecast
The following chart shows the forecasted gap between General Fund revenues and expenditures out to FY2016-17. The story is not new. Revenues are forecasted to be flat and expenditures are increasing.



This growing gap between revenues and expenses means that without revenue increases or expenditure decreases, future budgets can only be balanced by drawing down fund balance. The graph below shows the impact of that drawdown. In FY2015-16, the fund balance will dip below the 20% mark and be depleted by FY2017-18.



Major Concerns

During the upcoming Budget Committee meetings, our management team will be outlining two critical areas of risk related to the General Fund programs and services. One area is the level of staffing within our Police Department. Chief Jeff Groth requested additional staff to begin to achieve the staffing levels that he believes our city needs to retain the safe community that we are want Sherwood to enjoy. My proposed budget does not fund those requested positions. The second area is related to infrastructure maintenance and replacement projects. For example, the requested replacement of playground equipment at Murdock Park was not funded in my proposed budget. I anticipate some lengthy discussion with the community and Budget Committee during the budget adoption process about the concerns.

General Government Funds

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

Street Operations and Street Capital Projects Funds

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

General Construction Fund

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

Enterprise Funds

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

Conclusion

Sherwood is a financially sound organization. We rely on diverse revenue sources (see page 13 of the budget book), and have equally diverse expenditure patterns and healthy fund balances (see page 17). But the problem we face each year at this time is identifying the expenditure reductions required to keep expenditures at or below revenues. This annual clamp down continues to delay needed program enhancements and maintenance of assets. But I am optimistic that the trend of increasing residential and commercial development will increase our revenue base significantly soon.

Meanwhile, our challenge will be to keep priorities balanced in the face of rising costs and uncertain revenues. This proposed budget presents a spending plan for FY2013-14 that reflects the priorities, policies and goals of the Sherwood City Council and the citizens it represents. I would like to acknowledge and thank all involved for their efforts in developing the budget and contributing to the process, especially Craig Gibons, Finance Director, Julie Blums, Accounting Supervisor, and the Department Directors for their input and support.

Respectfully Submitted,

Joseph P. Gall, ICMA-CM
City Manager

Mission Statement

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

Values

The City of Sherwood Values and Promotes:

Quality Services

Fiscal Responsibility

Citizen Participation

Community Pride

Community Partnerships

Community Livability

Goals

Public Safety

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

Infrastructure

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

Livability

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

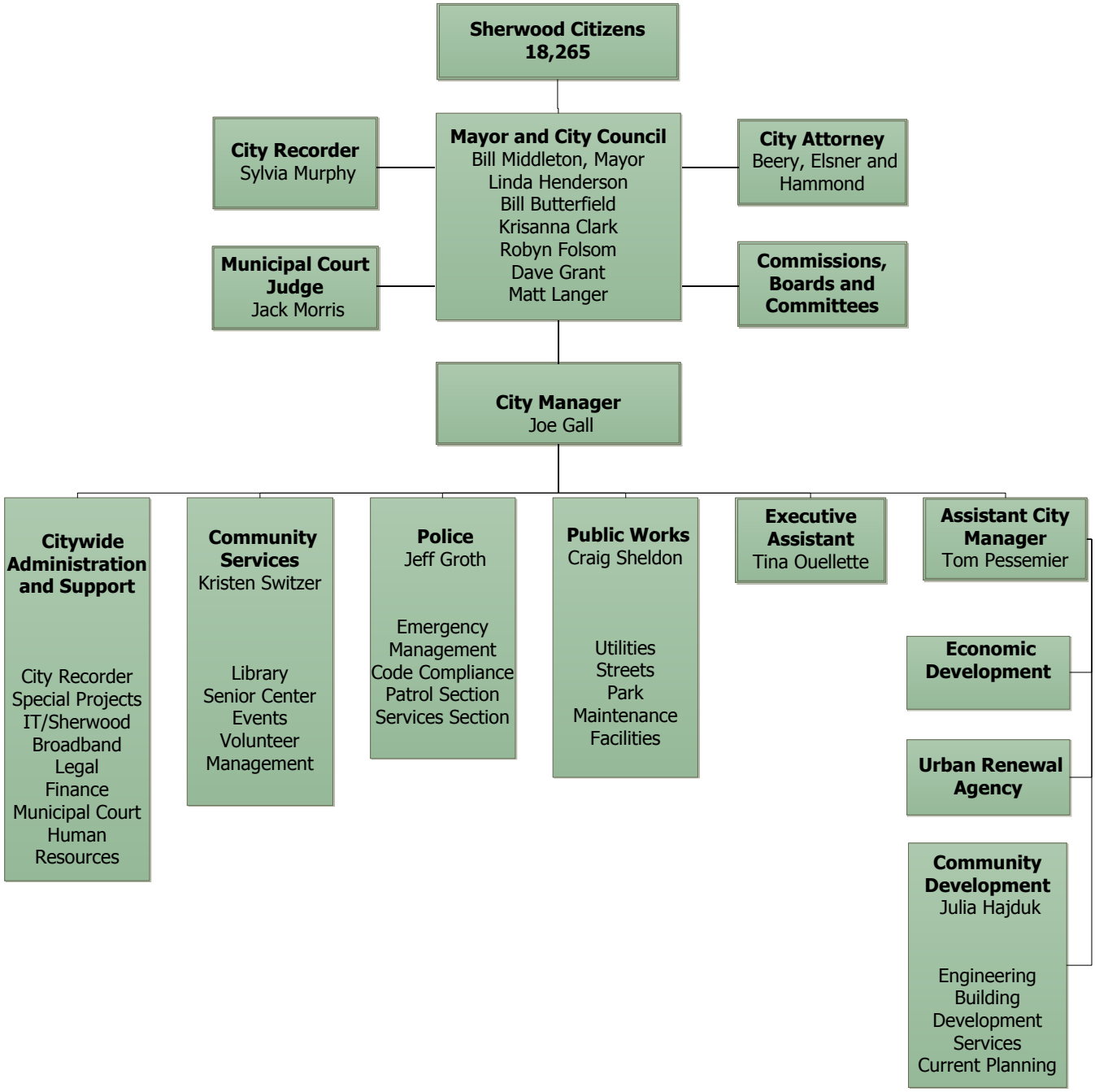
Resident Well Being

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

Economic Development

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

City of Sherwood Organizational Chart



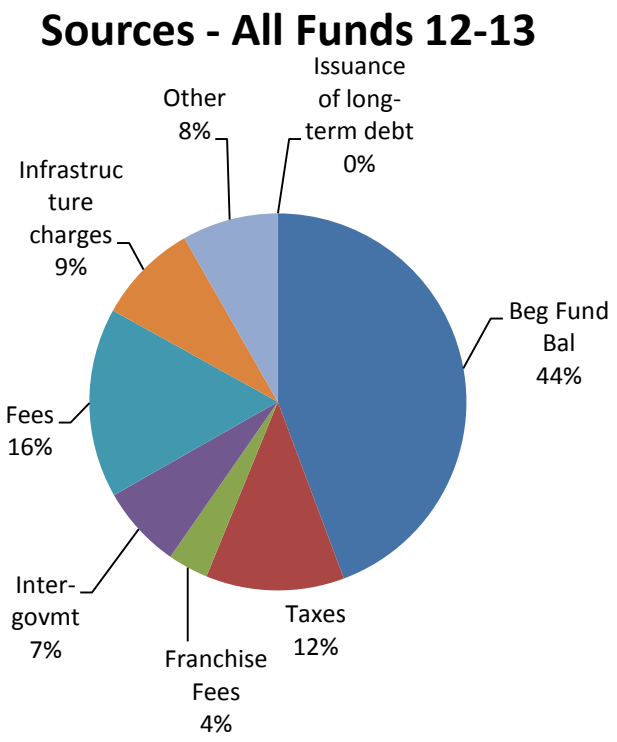
Lancer Park

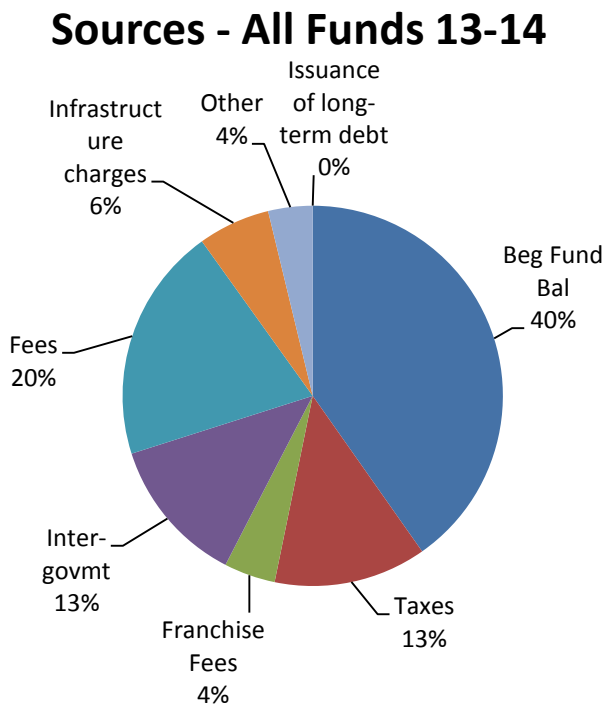
Budget in Total

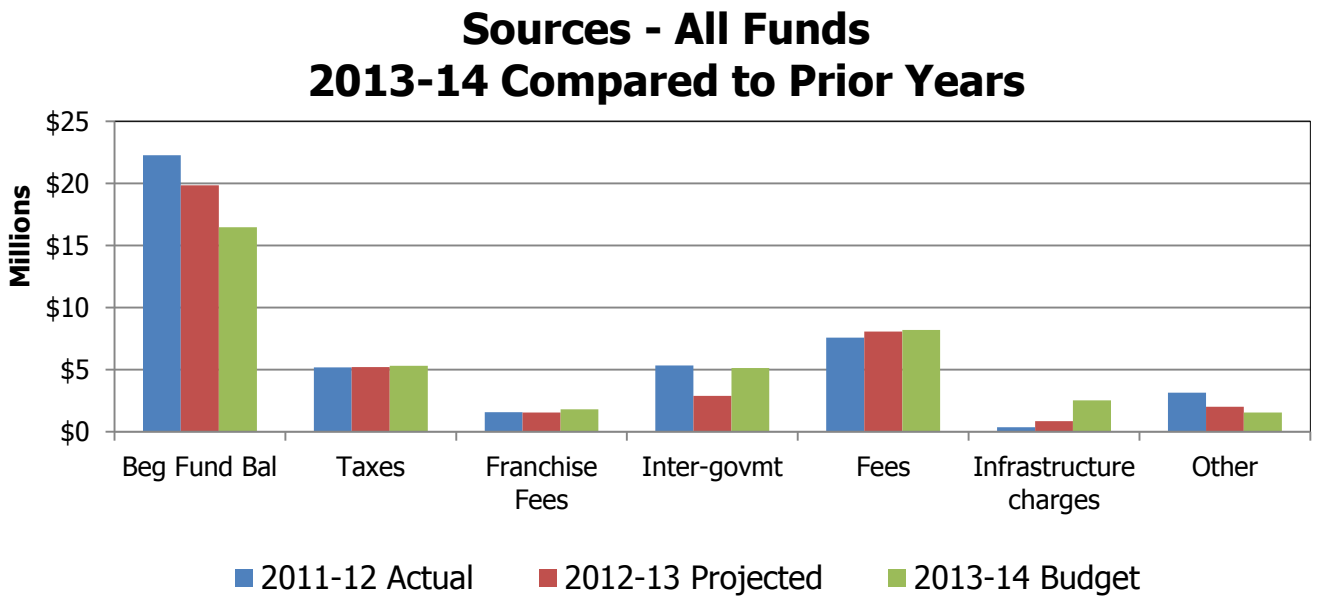
This narrative walks through components of the Budget in Total. The major sections are sources, uses, and Capital Project expenditures.

Sources

Budgeted sources, exclusive of transfers between funds, follow.







Beginning fund balance

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

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

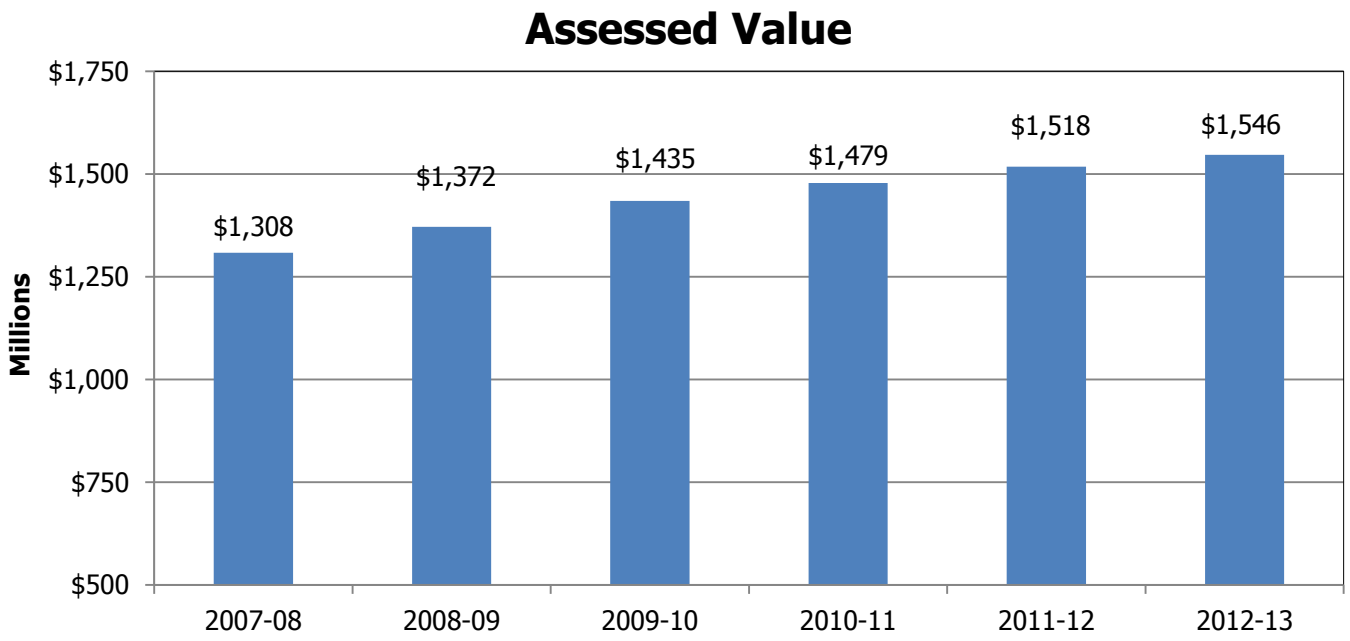
Taxes and franchise fees

Property taxes

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

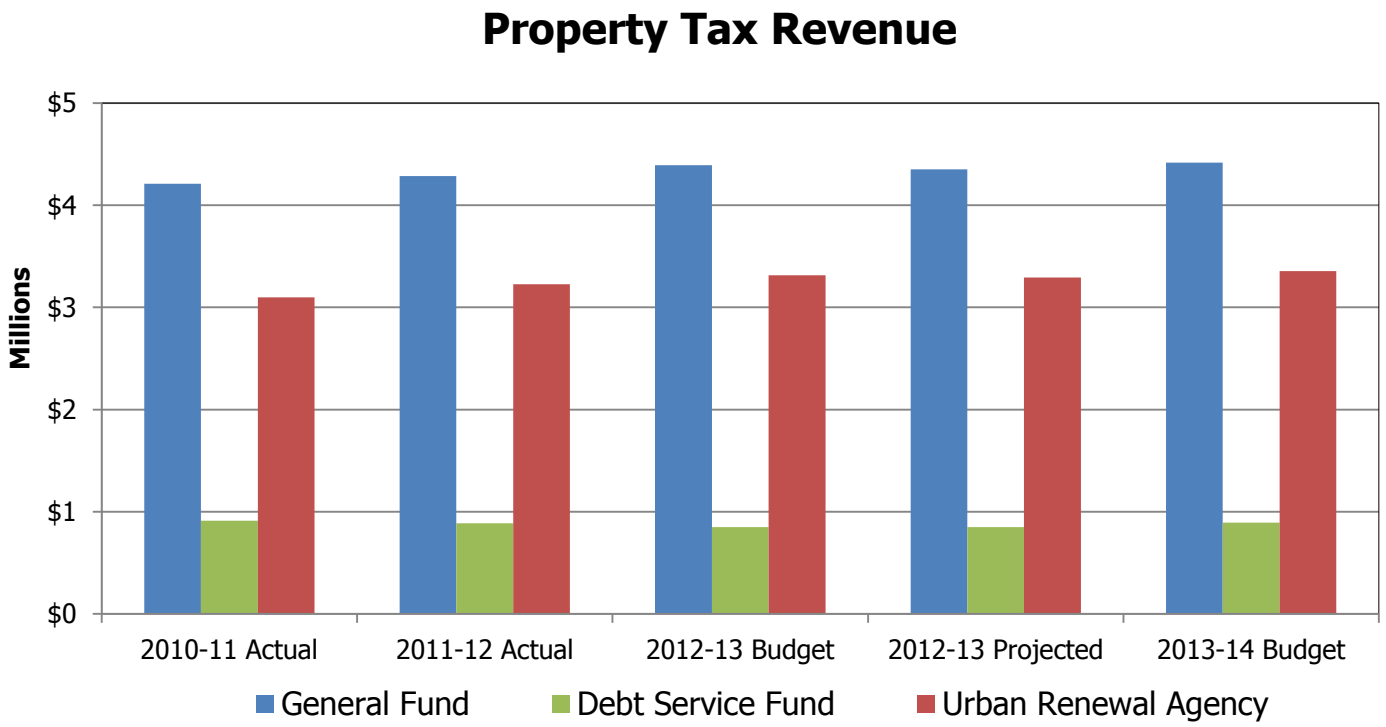
The permanent rate levy was fixed by ballot initiatives in the 1990's and cannot be increased by the City. General Fund property tax revenue depends on assessed values, which are a function of increased development, the annual 3% statutory increment and the effect of the Sherwood Urban Renewal District.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

Total FY13 assessed value in the City of Sherwood is $1,546,000,000. The following chart shows the assessed value trend:



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

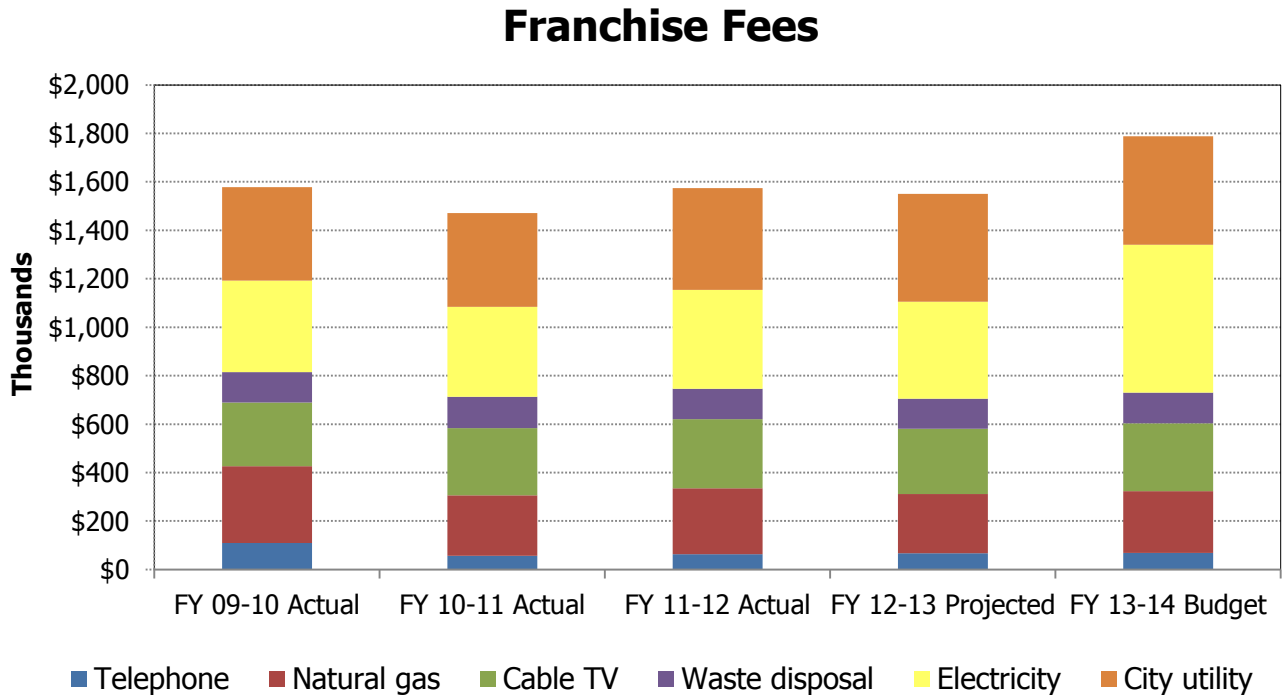
The permanent rate levy is divided between the City General Fund and the Sherwood Urban Renewal Agency. Revenue for the General Fund, the URA, and the Debt Service Fund follow.



Property taxes represent approximately 44% of General Fund revenue.

Franchise fees

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



Intergovernmental

Intergovernmental revenue includes:

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

Charges for services

A Water rate study is being conducted to determine if the rates are appropriate to fund the water system.

Infrastructure development charges

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

Fines, interest and other

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

Sale of fixed assets

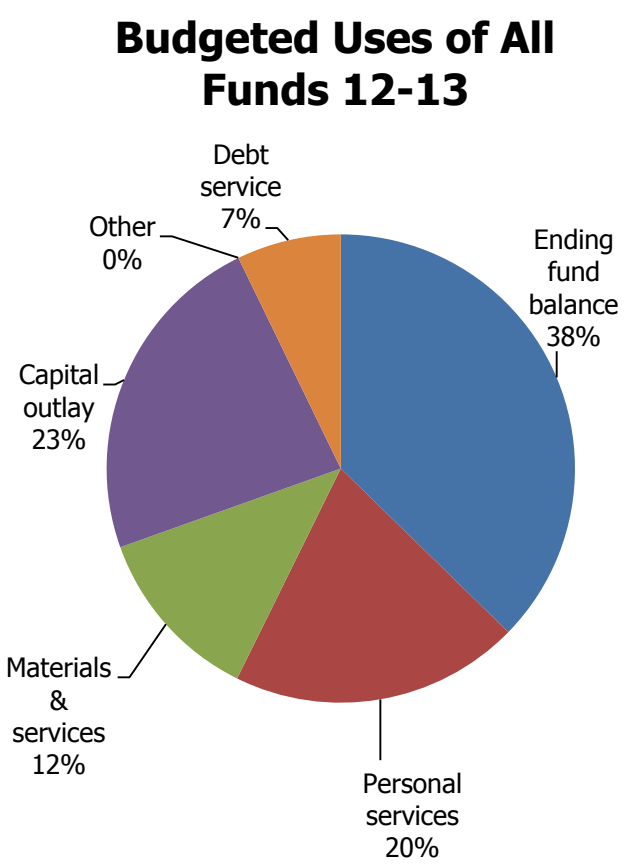
There are no sales of fixed assets contemplated in the fiscal year 2013-14 budget.

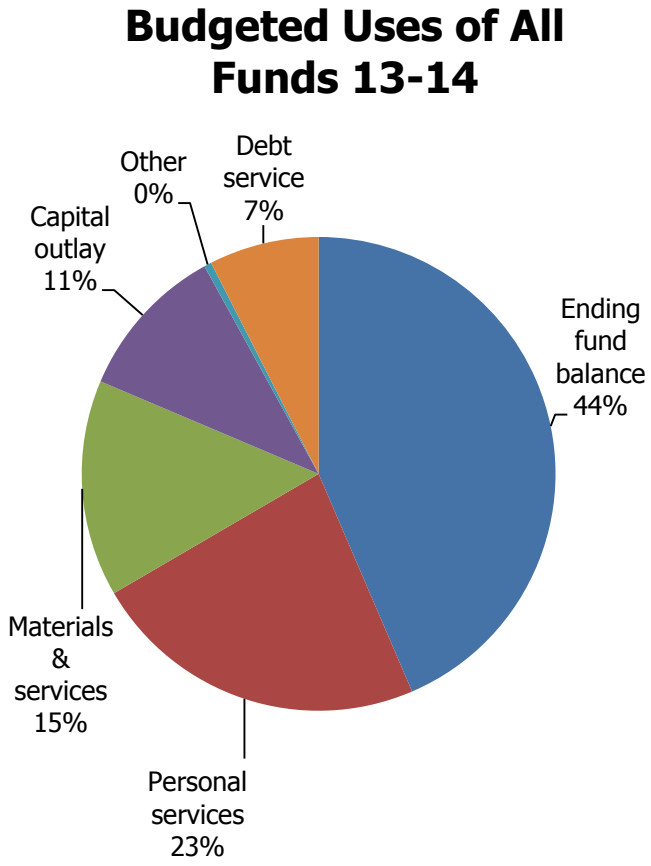
Issuance of long-term debt

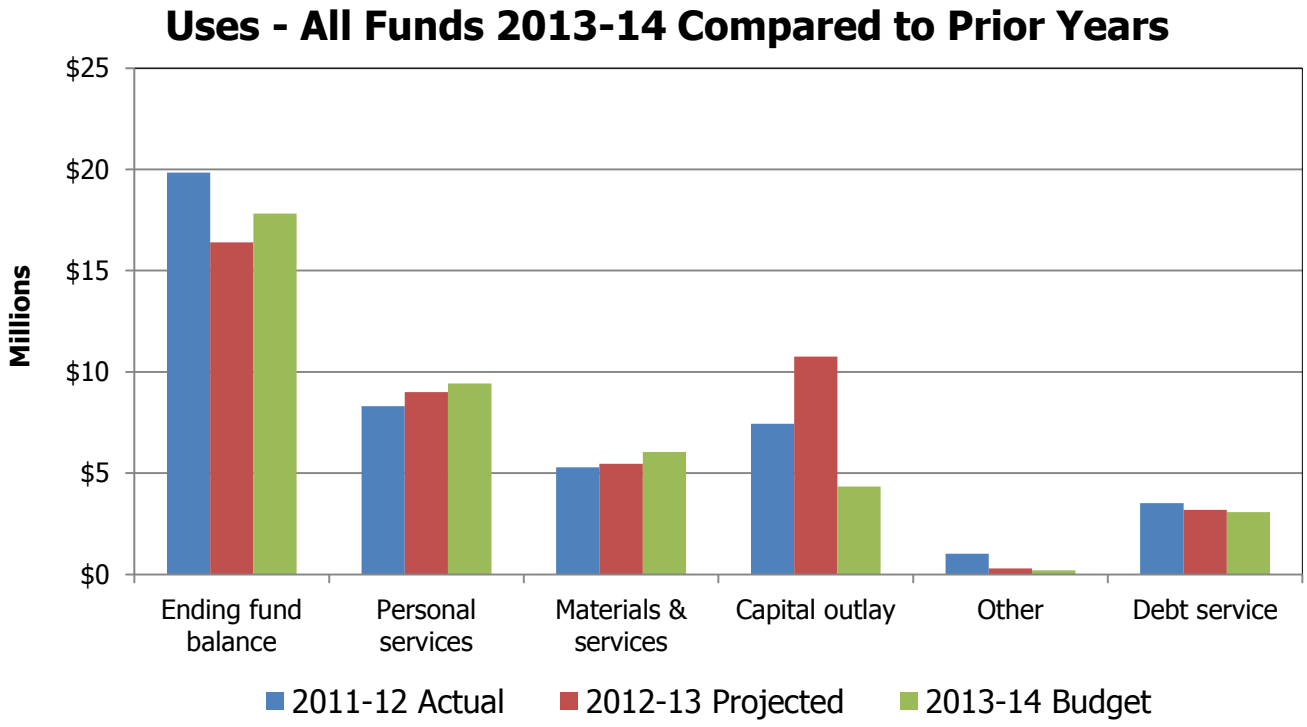
There are no debt issuances contemplated in the fiscal year 2013-14 budget.

Uses

Uses for all funds are:



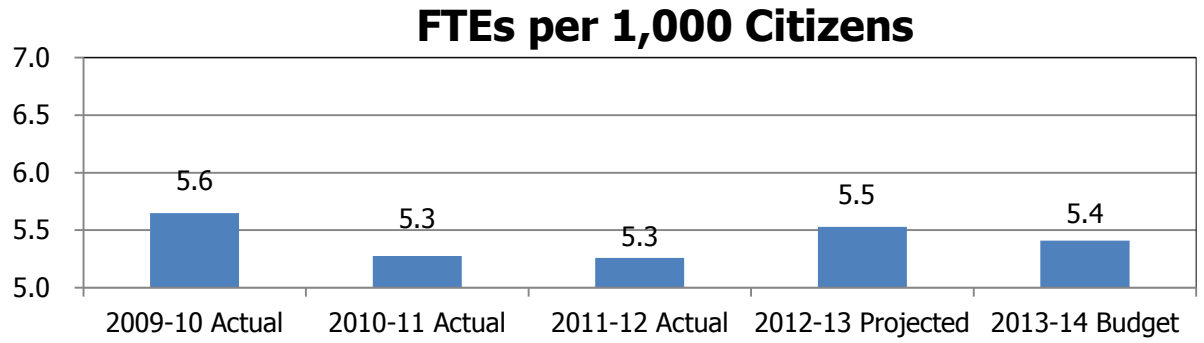




Personal Services

Full-Time Equivalent (FTE)

The following compares City staffing to population growth.

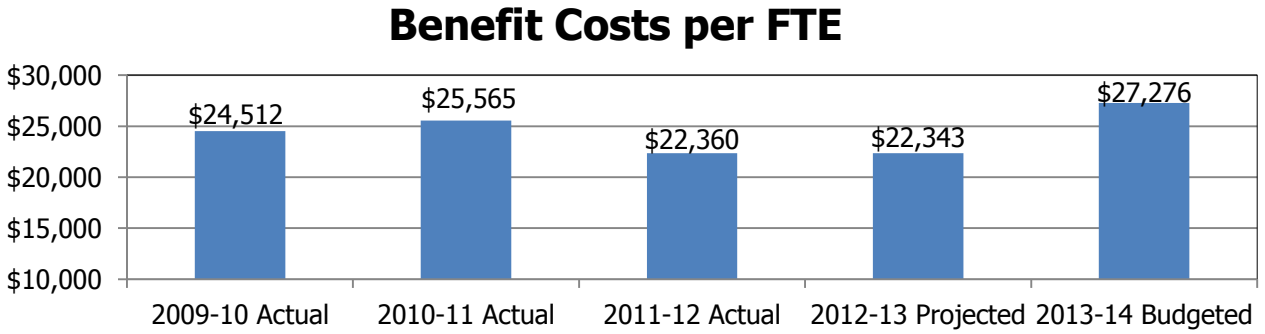


Positions eliminated in this budget are detailed in the Personnel FTE Comparison to Prior Years on page 85. Significant reductions are:

- 1 Administrative Assistant II in Public Works – Utility Billing
- 1 Engineering Associate

Wages
The budget includes a 2.1% cost of living increase at July 1 for all employees.

Benefits
There is a slight decrease in benefit costs in FY13 due to a change in plan coverage. However, overall benefit costs continue to increase faster than inflation and property tax revenue. The average cost of benefits per employee follows:



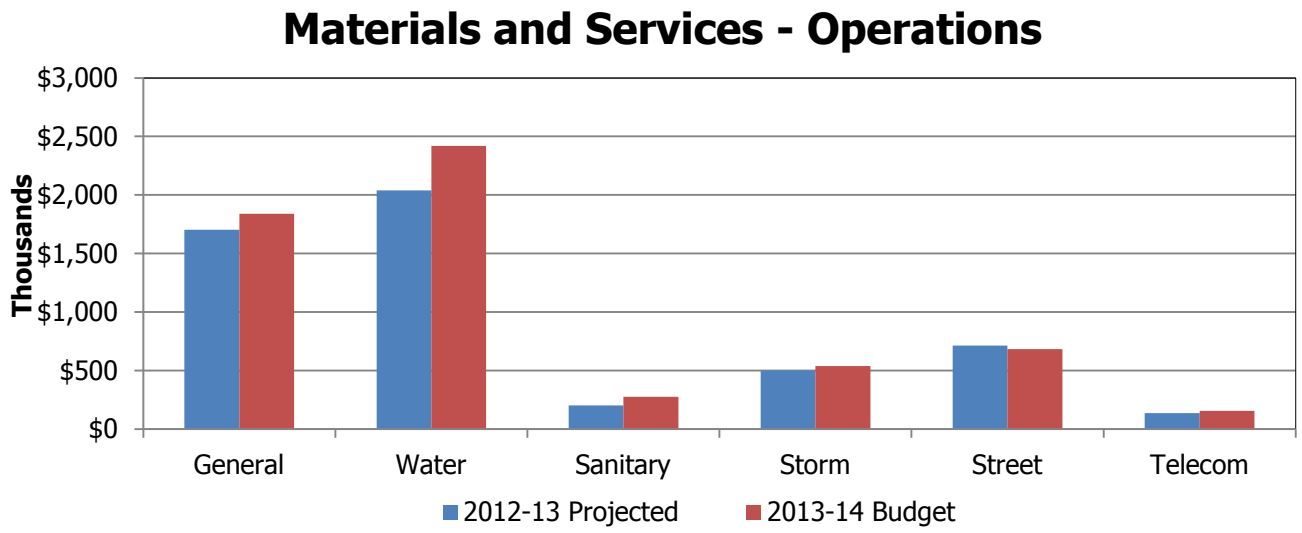
The major benefits are health insurance and PERS. Employee insurance costs are budgeted to increase an average of 5% in 2013-14.

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

- 20.41% for Tier 1 & Tier 2 covered employees
- 15.21% for OPSRP covered employees
- 17.94% for OPSRP Police covered employees

Materials and Services

Materials and services for operations, by fund, are:



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

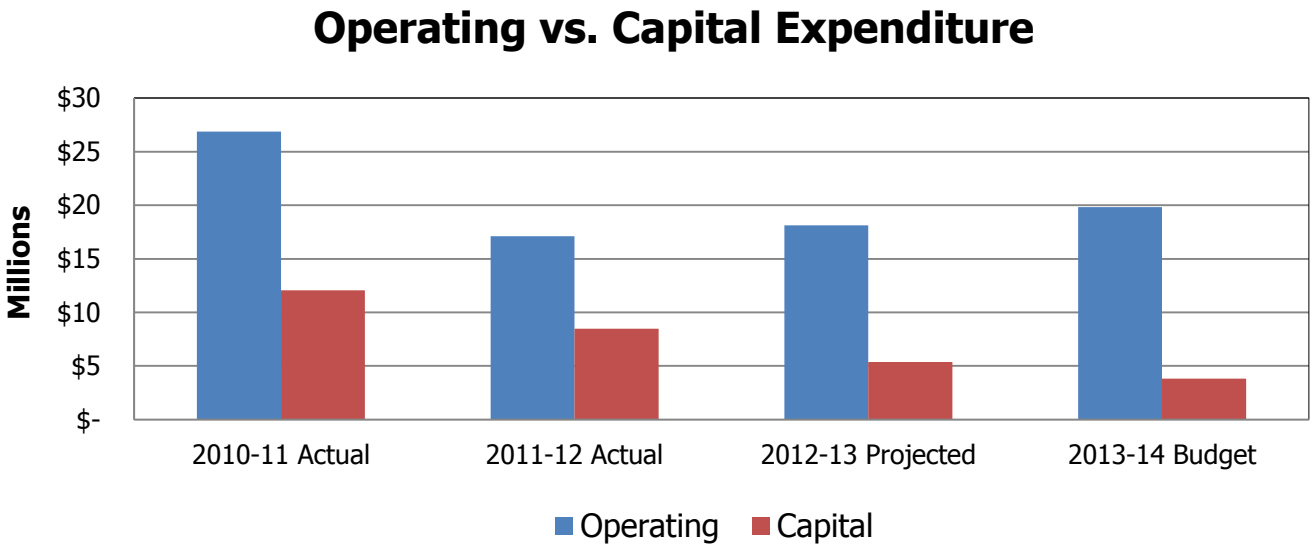
Capital Outlay

Capital project expenditures are discussed in the Capital Improvement Program section. Capital outlays are single purchases that are budgeted within the operational budgets of the city whose value exceeds $5,000. The significant FY13 capital outlay expenditures are:

Program	Purchase	Cost
Police	Annual lease payments on four police vehicles	41,100
IT	Hard drives for storage	25,000
IT	Phone Lease	25,109
Parks	Water Management System	25,000
Parks	Trail repairs and seal coat	5,000
Facilities	PW security fencing & building repairs	30,000
Water	Water infrastructure repairs	25,000
Water/Sanitary/Storm	New truck for utility funds	30,000
Water/Sanitary/Storm/Streets	Breaker attachment for backhoe	10,000
Sanitary	Sanitary infrastructure repairs	25,000
Sanitary	Utility box	9,200
Storm	Storm water quality facility coring	680,000
Storm	Leaf vac	33,000
Storm/Streets	Claw attachment for backhoe	10,000
Streets	Slurry seal	80,000
Streets	Maintenance paving projects	644,000

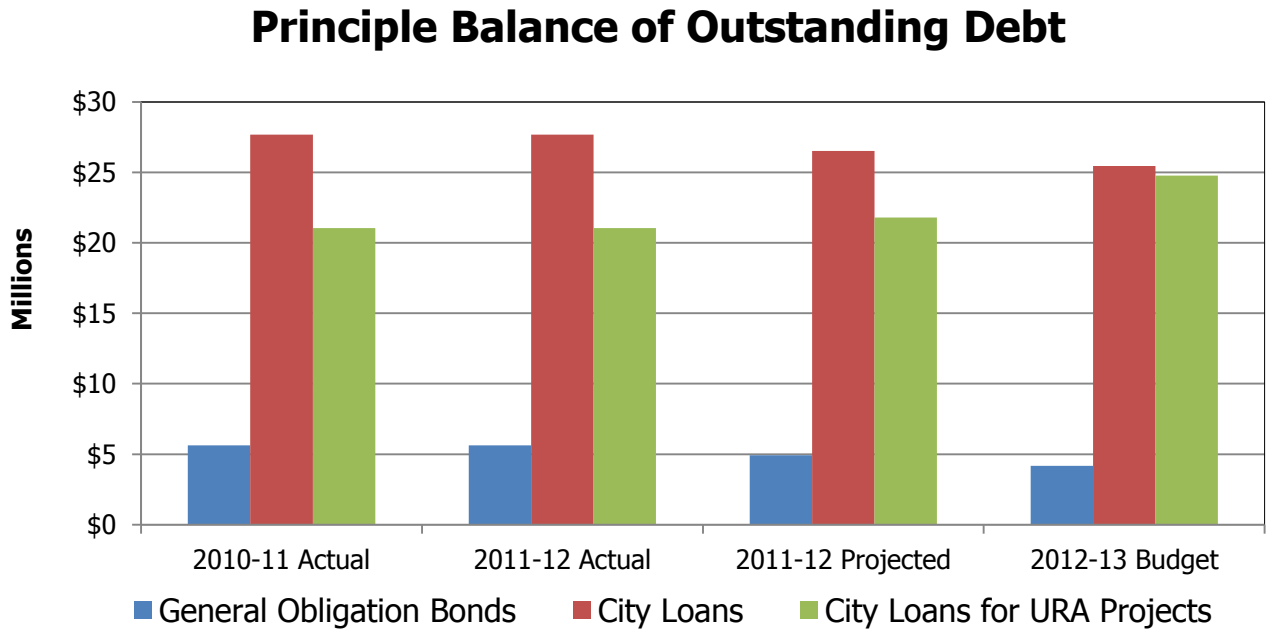
Capital Project Expenditures

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



Debt Service

The budgeted principal balance of outstanding debt is: $53,904,817



Payment sources for all debt expected to be outstanding at June 30, 2014 are shown in the Debt Service Expenditures to Maturity schedule on pages 92-94.

Financial Condition and Outlook

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

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

Operations Outlook

Revenue sources for the General Fund are stable; one-time revenue is invariably restricted to specific, limited-time expenditures. However, as detailed in the Budget Message, routine expenditures continue to grow faster than revenue.

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

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

Capital Project Outlook

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

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

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

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

Financial Organization

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

Funds

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

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

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

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

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

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

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

Divisions and Departments

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

- Administration
- Public Safety
- Public Works
- Community Development
- Community Services

Operating and Capital

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

Budget in Total

	2010-11 Actual	2011-12 Actual	2012-13 Budget	2012-13 Projected	2013-14 Proposed	2013-14 Approved
SOURCES						
Beginning fund balance	$ 20,235,520	$ 22,277,014	$ 20,154,212	$ 19,836,490	$ 16,467,428	$ 16,467,428
Revenue						
Taxes	5,123,910	5,174,081	5,242,500	5,202,500	5,308,550	5,308,550
Franchise Fees	1,471,115	1,574,434	1,533,525	1,550,901	1,788,500	1,788,500
Licenses and permits	82,472	72,451	71,208	64,200	72,500	72,500
Intergovernmental	5,053,994	5,337,915	3,137,282	2,872,205	5,114,614	5,114,614
Charges for services	6,416,333	7,489,197	7,116,263	8,004,121	8,115,633	8,115,633
Infrastructure development	768,384	342,417	3,838,429	848,760	2,507,700	2,507,700
Fines, interest and other	1,474,580	1,541,555	1,245,777	1,254,391	1,193,411	1,193,411
Total revenue	20,390,787	21,532,050	22,184,984	19,797,078	24,100,908	24,100,908
Other sources						
Transfers in	582,497	1,286,800	2,609,126	603,322	205,000	205,000
Interfund loan payments	-	315,296	150,000	146,888	146,000	146,000
Issuance of long-term debt	20,018,519	-	-	-	-	-
Total other sources	20,601,016	1,602,096	2,759,126	750,210	351,000	351,000
Total sources	**61,227,323**	**45,411,161**	**45,098,322**	**40,383,778**	**40,919,336**	**40,919,336**
USES						
Expenditures						
Personal services						
Salaries and wages	5,666,152	5,642,372	6,099,073	5,829,229	6,078,574	6,078,574
Payroll taxes	558,942	568,546	648,338	575,075	667,910	667,910
Benefits	1,895,312	2,092,621	2,259,719	2,257,938	2,686,650	2,686,650
Total personal services	8,120,406	8,303,539	9,007,130	8,662,242	9,433,134	9,433,134
Materials and services						
Professional & technical	8,729,722	2,553,963	2,479,363	2,495,740	2,616,451	2,616,451
Facility and equipment	984,272	1,127,650	1,188,420	1,241,118	1,284,268	1,284,268
Other purchased services	975,262	969,226	1,136,381	1,167,248	1,228,636	1,228,636
Supplies	438,607	487,155	514,738	492,690	813,654	813,654
Community activities	54,208	12,249	21,575	26,625	28,275	28,275
Minor equipment	149,228	196,098	146,172	142,091	210,958	210,958
Other materials & services	(72,817)	(63,347)	(29,878)	(77,994)	(130,551)	(130,551)
Total materials & services	11,258,481	5,282,995	5,456,771	5,487,518	6,051,691	6,051,691
Capital outlay						
Land	262,737	1,604,556	-	-	-	-
Infrastructure	911,872	5,378,030	9,929,477	5,506,510	3,182,429	3,182,429
Buildings	170,750	5,989	-	156,921	-	-
Other improvements	-	-	500,000	-	627,328	627,328
Vehicles	284,429	100,468	45,000	44,100	71,100	71,100
Furniture and equipment	235,056	346,373	287,441	206,940	462,809	462,809
Total capital outlay	1,864,845	7,435,416	10,761,918	5,914,471	4,343,666	4,343,666
Debt service						
Principal	13,711,942	2,161,683	1,948,921	1,856,313	1,906,621	1,906,621
Interest	625,705	1,360,917	1,230,689	1,213,856	1,162,366	1,162,366
Issuance costs	390,403	-	-	-	-	-
Total debt service	14,728,050	3,522,599	3,179,610	3,070,169	3,068,987	3,068,987
Total expenditures	35,971,782	24,544,549	28,405,429	23,134,400	22,897,478	22,897,478
Other uses						
Transfers out	2,978,527	1,030,122	300,000	781,950	205,000	205,000
Ending Fund Balance	22,277,014	19,836,490	-	-	-	-
Equipment Replacement Reserve	-	-	329,002	476,019	621,019	621,019
Infrastructure Reserve	-	-	120,000	120,000	215,000	215,000
Contingency			15,943,891	15,871,409	16,980,839	16,980,839
Total uses	**61,227,323**	**45,411,161**	**45,098,322**	**40,383,778**	**40,919,336**	**40,919,336**

Budget in Total by Fund

	2013-14 Budget	General Fund	General Construction Fund	Debt Service Fund	Street Operations Fund
SOURCES					
Beginning fund balance	16,467,428	2,623,551	874,644	6,615	1,159,311
Revenue					
Taxes	5,308,550	4,416,550	-	892,000	-
Francise Fees	1,788,500	1,788,500	-	-	-
Licenses and permits	72,500	72,500	-	-	-
Intergovernmental	5,114,614	1,506,718	-	-	1,079,439
Charges for services	8,115,633	675,898	-	-	540,253
Infrastructure development	2,507,700	127,700	614,000	-	1,500
Fines, interest and other	1,193,411	1,104,447	27,514	-	6,272
Total revenue	24,100,908	9,692,313	641,514	892,000	1,627,464
Other sources					
Transfers in	205,000	-	205,000	-	-
Sale of fixed assets	146,000	146,000	-	-	-
Total other sources	351,000	146,000	205,000	-	-
Total sources	40,919,336	12,461,864	1,721,158	898,615	2,786,775
USES					
Expenditures					
Personal services					
Salaries and wages	6,078,574	4,952,525	31,864	-	204,162
Payroll taxes	667,910	532,481	3,105	-	27,836
Benefits	2,686,650	2,167,888	12,524	-	90,708
Total personal services	9,433,134	7,652,894	47,493	-	322,706
Materials and services					
Professional & technical	2,616,451	994,201	-	-	88,850
Facility and equipment	1,284,268	730,354	-	-	366,214
Other purchased services	1,228,636	587,025	72	-	25,628
Supplies	813,654	313,182	-	-	65,472
Community activities	28,275	28,275	-	-	-
Minor equipment	210,958	161,200	-	-	4,300
Other materials & services	(130,551)	(974,403)	22,147	-	132,392
Total materials & services	6,051,691	1,839,834	22,219	-	682,856
Capital outlay					
Infrastructure	3,182,429	60,000	85,288	-	-
Other improvements	627,328	-	627,328	-	-
Vehicles	71,100	41,100	-	-	-
Furniture and equipment	462,809	50,109	351,500	-	7,000
Total capital outlay	4,343,666	151,209	1,064,116	-	7,000
Debt service					
Principal	1,906,621	115,010	39,990	755,000	-
Interest	1,162,366	23,337	8,114	136,968	-
Total debt service	3,068,987	138,347	48,104	891,968	-
Total expenditures	22,897,478	9,782,284	1,181,932	891,968	1,012,562
Other uses					
Transfers out	205,000	50,000	-	-	-
Ending Fund Balance	-	-			
Equipment Replacement Reserve	621,019	147,017	-	-	109,002
Infrastructure Reserve	215,000	-	-	-	50,000
Contingency	16,980,839	2,482,563	539,226	6,647	1,615,211
Total uses	40,919,336	12,461,864	1,721,158	898,615	2,786,775

Budget in Total by Fund

	Street Capital Fund	Enterprise Funds			
		Water Fund	Sanitary Fund	Storm Fund	Telecom Fund
SOURCES					
Beginning fund balance	1,342,522	5,495,329	3,401,711	1,557,395	6,351
Revenue					
Taxes	-	-	-	-	-
Francise Fees	-	-	-	-	-
Licenses and permits	-	-	-	-	-
Intergovernmental	-	2,000,000	528,457	-	-
Charges for services	50,000	4,363,792	554,000	1,535,690	396,000
Infrastructure development	1,526,000	163,000	42,000	33,500	-
Fines, interest and other	6,266	30,000	9,848	8,814	250
Total revenue	1,582,266	6,556,792	1,134,305	1,578,004	396,250
Other sources					
Transfers in	-	-	-	-	-
Sale of fixed assets	-	-	-	-	-
Total other sources	-	-	-	-	-
Total sources	2,924,788	12,052,121	4,536,016	3,135,399	402,601
USES					
Expenditures					
Personal services					
Salaries and wages	727	370,488	190,060	300,875	27,873
Payroll taxes	73	41,810	22,697	37,438	2,470
Benefits	275	181,154	86,597	133,792	13,712
Total personal services	1,075	593,452	299,354	472,105	44,055
Materials and services					
Professional & technical	-	1,280,700	58,500	189,200	5,000
Facility and equipment	-	94,000	20,300	28,000	45,400
Other purchased services	10	354,537	86,939	109,137	65,288
Supplies	-	392,000	13,800	24,200	5,000
Community activities	-	-	-	-	-
Minor equipment	-	21,008	3,850	5,600	15,000
Other materials & services	425	284,609	147,243	237,212	19,824
Total materials & services	435	2,426,854	330,632	593,349	155,512
Capital outlay					
Infrastructure	38,490	620,531	1,128,071	1,250,049	-
Other improvements	-	-	-	-	-
Vehicles	-	10,000	10,000	10,000	-
Furniture and equipment	-	2,500	11,700	40,000	-
Total capital outlay	38,490	633,031	1,149,771	1,300,049	-
Debt service					
Principal	-	850,621	-	-	146,000
Interest	-	989,947	-	-	4,000
Total debt service	-	1,840,568	-	-	150,000
Total expenditures	40,000	5,493,905	1,779,757	2,365,503	349,567
Other uses					
Transfers out	155,000	-	-	-	-
Ending Fund Balance					
Equipment Replacement Reserve	-	100,000	130,000	135,000	-
Infrastructure Reserve	-	100,000	65,000	-	-
Contingency	2,729,788	6,358,216	2,561,259	634,896	53,034
Total uses	2,924,788	12,052,121	4,536,016	3,135,399	402,601

General Fund

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

The divisions are:

- Administration
- Public Safety
- Public Works
- Community Development
- Community Services

Property Tax Levies

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

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

Assessed Value

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

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

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

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

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

Limits and Compression

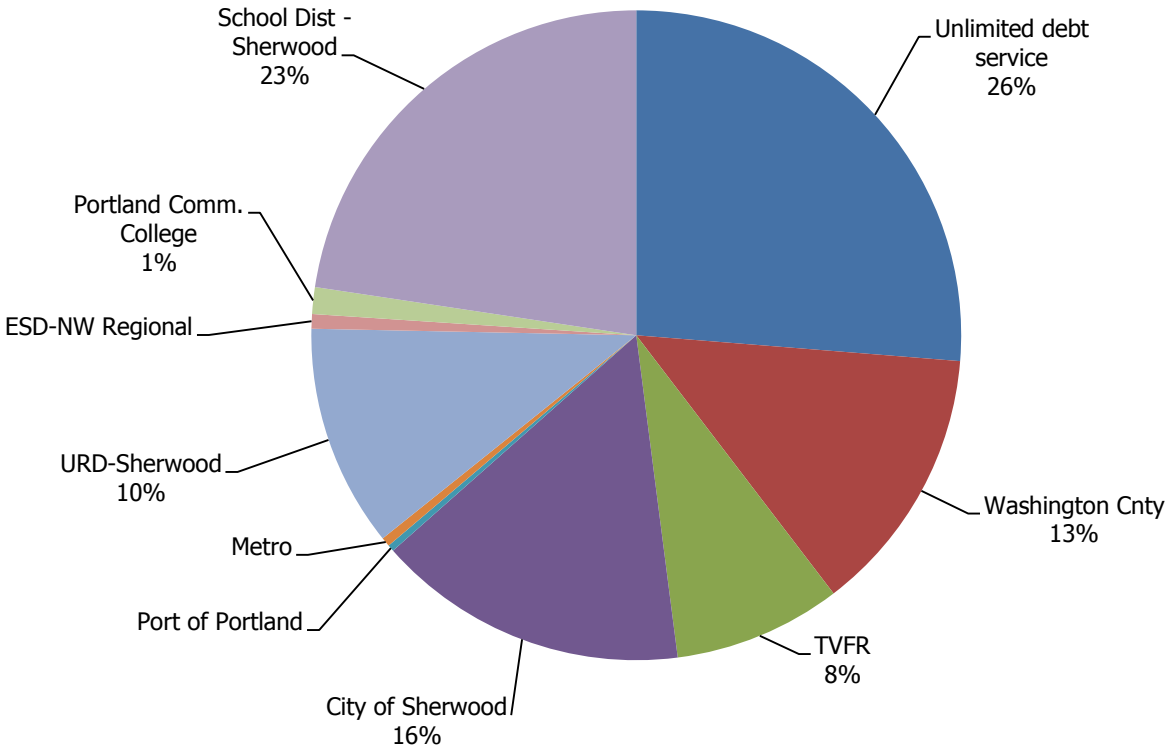
The total tax on a given piece of property is limited as follows:

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

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

In 2012-13, Sherwood property owners paid property taxes as follows:

2012-13 Tax Levy Catagories



Effect of the Sherwood Urban Renewal Agency

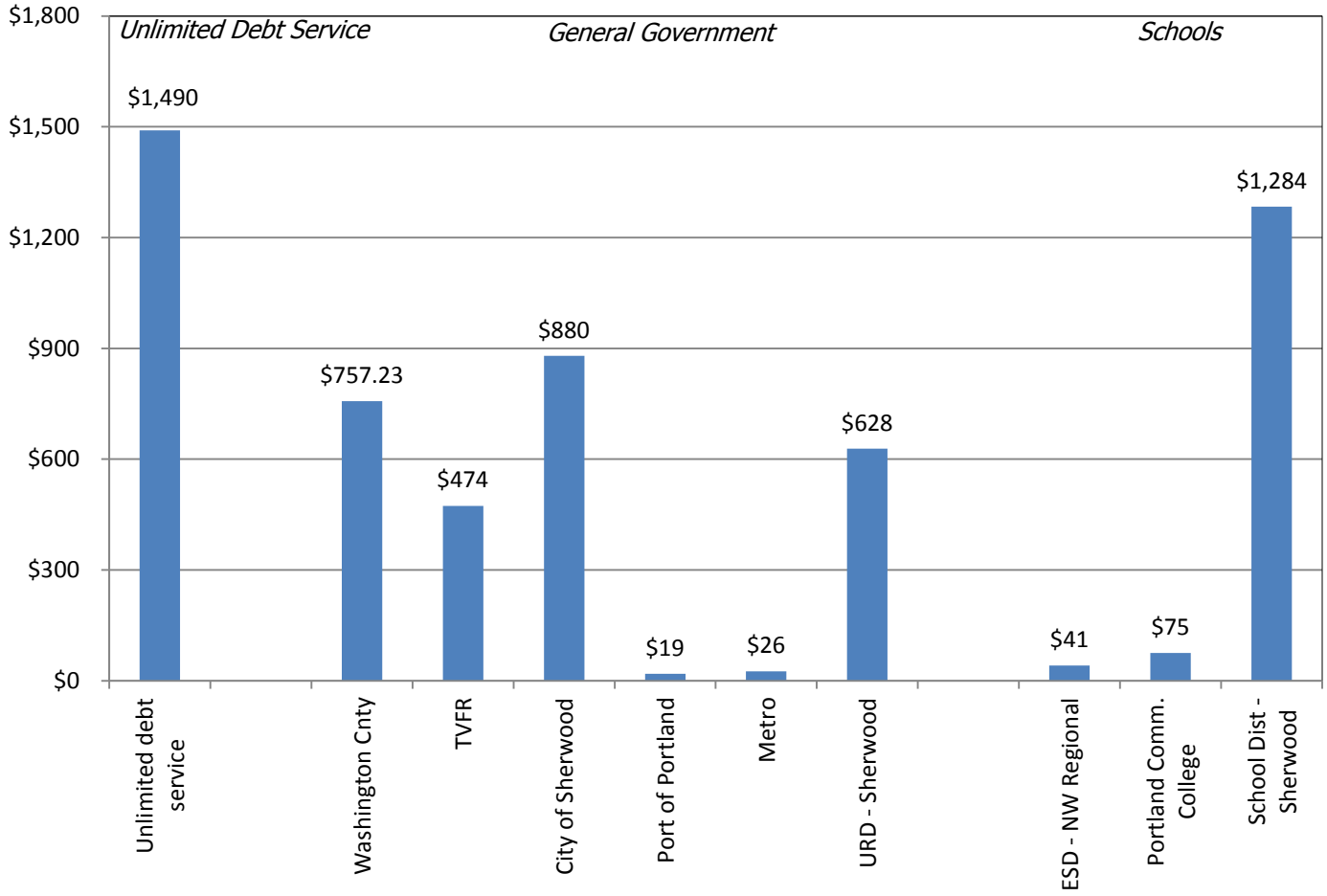
The Urban Renewal District is a geographic area within the City of Sherwood, defined in the Urban Renewal Plan. The purpose of the district is to eliminate blight and create an environment in which the private sector may develop uses consistent with the goals of the Urban Renewal Plan. The District borrows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

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

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

2012-13 Tax

A Sherwood homeowner with an assessed value of $300,000 would have paid $5,674 in property taxes, as follows:



The City of Sherwood's portion of unlimited debt service is $164.91; the remainder is for other jurisdictions such as Tualatin Valley Fire, Sherwood School Dist., and Washington County.

Property Tax Levies

General Fund

Estimated Taxable assessed value (exclusive of URA incremental assessed value)	$	1,375,081,522
Multiplied by the permanent rate		0.0032975
Levy		4,534,331
Less amount uncollectable in the year levied		(226,000)
General Fund property taxes to balance the budget	$	4,308,332

Debt Service Fund

Levy	$	939,000
Less amount uncollectable in the year levied		(47,000)
Debt Service Fund property taxes to balance the budget	$	892,000

General Fund in Total

	2010-11 Actual	2011-12 Actual	2012-13 Budget	2012-13 Projected	2013-14 Proposed	2013-14 Approved
SOURCES						
Beginning fund balance	$ 1,862,794	$ 2,172,887	$ 1,758,847	$ 2,500,483	$ 2,623,551	$ 2,623,551
Revenue						
Taxes	4,210,634	4,286,081	4,392,500	4,352,500	4,416,550	4,416,550
Franchise Fees	1,471,115	1,574,434	1,533,525	1,550,901	1,788,500	1,788,500
Licenses and permits	82,472	72,451	71,208	64,200	72,500	72,500
Intergovernmental	1,291,535	1,546,551	1,365,716	1,439,605	1,506,718	1,506,718
Charges for services	536,353	591,056	522,283	609,685	675,898	675,898
Infrastructure development	103,023	17,279	103,425	113,525	127,700	127,700
Fines, interest and other	1,316,862	1,417,739	1,161,192	1,146,042	1,104,447	1,104,447
Total revenue	9,011,992	9,505,591	9,149,849	9,276,458	9,692,313	9,692,313
Other sources						
Transfers in	-	57,017	-	-	-	-
Interfund loan payments	-	315,296	150,000	146,888	146,000	146,000
Total other sources	-	372,313	150,000	146,888	146,000	146,000
Total sources	**10,874,786**	**12,050,791**	**11,058,696**	**11,923,829**	**12,461,864**	**12,461,864**
USES						
Expenditures						
Personal services						
Salaries and wages	4,516,894	4,608,168	4,848,071	4,687,087	4,952,525	4,952,525
Payroll taxes	439,240	454,442	510,645	453,543	532,481	532,481
Benefits	1,505,069	1,692,072	1,795,147	1,803,057	2,167,888	2,167,888
Total personal services	6,461,203	6,754,682	7,153,863	6,943,687	7,652,894	7,652,894
Materials and services						
Professional & technical	878,469	1,013,685	987,105	925,644	994,201	994,201
Facility and equipment	596,103	716,507	691,766	729,698	730,354	730,354
Other purchased services	426,981	477,166	555,377	542,353	587,025	587,025
Supplies	286,957	317,926	304,874	287,842	313,182	313,182
Community activities	54,201	12,249	21,575	26,625	28,275	28,275
Minor equipment	137,849	155,990	115,208	111,127	161,200	161,200
Other materials & services	(875,741)	(837,381)	(808,744)	(921,680)	(974,403)	(974,403)
Total materials & services	1,504,819	1,856,142	1,867,161	1,701,609	1,839,834	1,839,834
Capital outlay						
Infrastructure	57,907	106,047	90,000	102,500	60,000	60,000
Buildings	-	5,989	-	-	-	-
Vehicles	16,207	100,468	45,000	44,100	41,100	41,100
Furniture and equipment	155,196	327,433	31,441	67,940	50,109	50,109
Total capital outlay	229,310	539,938	166,441	214,540	151,209	151,209
Debt service						
Principal	146,068	164,272	111,300	111,300	115,010	115,010
Interest	43,718	35,273	29,142	29,142	23,337	23,337
Issuance costs	43,464	-	-	-	-	-
Total debt service	233,249	199,546	140,442	140,442	138,347	138,347
Total expenditures	8,428,582	9,350,308	9,327,907	9,000,278	9,782,284	9,782,284
Other uses						
Transfers out	273,317	200,000	300,000	300,000	50,000	50,000
Ending Fund Balance	2,172,887	2,500,483	-	-		
Equipment Replacement Reserve			50,000	197,017	147,017	147,017
Contingency			1,380,789	2,426,534	2,482,563	2,482,563
Total uses	**10,874,786**	**12,050,791**	**11,058,696**	**11,923,829**	**12,461,864**	**12,461,864**

General Fund in Total by Division

	Administration	Community Development	Public Safety	Community Services	Public Works Operations	2013-14 Budget
SOURCES						
Beginning fund balance	2,623,551	-	-	-	-	$2,623,551
Revenue						
Taxes	4,416,550	-	-	-	-	4,416,550
Francise Fees	1,788,500	-	-	-	-	1,788,500
Licenses and permits	61,500	-	11,000	-	-	72,500
Intergovernmental	474,000	3,200	69,000	740,518	220,000	1,506,718
Charges for services	43,300	385,598	6,000	235,800	5,200	675,898
Infrastructure development charges	-	127,700	-	-	-	127,700
Fines, interest and other	1,048,347	-	2,500	39,000	14,600	1,104,447
Total revenue	7,832,197	516,498	88,500	1,015,318	239,800	9,692,313
Other sources						
Interfund loan payment	146,000	-	-	-	-	146,000
Total other sources	146,000	-	-	-	-	146,000
Total sources	**10,601,748**	**516,498**	**88,500**	**1,015,318**	**239,800**	**12,461,864**
USES						
Expenditures						
Personal services						
Salaries and wages	1,170,513	598,735	1,917,090	701,210	564,977	4,952,525
Payroll taxes	101,915	56,445	244,884	61,944	67,293	532,481
Benefits	518,311	265,796	877,714	269,518	236,549	2,167,888
Total personal services	1,790,739	920,976	3,039,688	1,032,672	868,819	7,652,894
Materials and services						
Professional & technical services	384,500	140,300	227,885	54,800	186,716	994,201
Facility and equipment	331,800	1,200	77,500	-	319,854	730,354
Other purchased services	397,472	42,356	82,854	27,079	37,264	587,025
Supplies	16,500	3,672	46,250	134,100	112,660	313,182
Community activities	20,500	75	3,000	4,200	500	28,275
Minor equipment	134,500	2,500	4,100	1,200	18,900	161,200
Other materials and services	(848,209)	(126,194)	-	-	-	(974,403)
Total materials and services	437,063	63,909	441,589	221,379	675,894	1,839,834
Capital outlay						
Infrastructure	-	-	-	-	60,000	60,000
Vehicles	-	-	41,100	-	-	41,100
Furniture and equipment	50,109	-	-	-	-	50,109
Total capital outlay	50,109	-	41,100	-	60,000	151,209
Debt service						
Principal	115,010	-	-	-	-	115,010
Interest	23,337	-	-	-	-	23,337
Total debt service	138,347	-	-	-	-	138,347
Total expenditures	2,416,258	984,885	3,522,377	1,254,051	1,604,713	9,782,284
Other uses						
Transfers out	50,000	-	-	-	-	50,000
Ending Fund Balance	-					-
Equipment Replacement Reserve	107,017	-	-	-	-	107,017
Infrastructure Reserve	-	-	-	40,000	-	40,000
Contingency	2,482,563	-	-	-	-	2,482,563
Total uses	**5,055,838**	**984,885**	**3,522,377**	**1,294,051**	**1,604,713**	**12,461,864**
Net sources (uses)	**$ 5,545,910**	**$ (468,387)**	**$(3,433,877)**	**$ (278,733)**	**$ (1,364,913)**	**$ -**

Administration Division

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

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

	2010-11 Actual	2011-12 Actual	2012-13 Budget	2012-13 Projected	2013-14 Budget
Revenue					
Taxes	4,210,634	4,286,081	4,392,500	4,352,500	4,416,550
Franchise Fees	1,471,115	1,574,434	1,533,525	1,550,901	1,788,500
Licenses and Permits	71,137	60,626	61,200	53,200	61,500
Intergovernmental	401,153	474,382	430,000	467,060	474,000
Charges for Services	41,910	44,551	47,000	42,840	43,300
Other Revenue	1,176,552	1,346,832	1,062,942	1,048,442	1,048,347
Transfers in & Other Sources	-	372,313	150,000	146,888	146,000
Total revenue	7,372,501	8,159,219	7,677,167	7,661,831	7,978,197
Expenditures					
Personal services	1,499,905	1,654,075	1,698,345	1,614,630	1,790,739
Materials and services	(953,149)	575,290	458,861	426,978	437,063
Capital outlay	49,862	153,417	31,441	47,440	50,109
Debt service	139,869	138,451	140,442	140,442	138,347
Transfers out & Other Sources	250,000	200,000	300,000	300,000	50,000
Total expenditures	986,487	2,721,234	2,629,089	2,529,490	2,466,258
Net revenue (expenditures)	6,386,014	5,437,985	5,048,078	5,132,341	5,511,939
FTE	15.5	17.3	14.9	16.7	16.4

City Manager

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

2012-13 Accomplishments

- Received approval and adopted budget by City Council for 2012-2013 budget.
- Completion of transition to new City Manager.
- Completion of water pipeline to Wilsonville along with successful negotiation of final segment for construction
- Completion of Cannery Streets and Plaza
- Sherwood Main Streets approval to Transforming Stage

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

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

City Council and Recorder

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

2012-13 Accomplishments

- City Recorder continues to populate City website with City Council meeting records
- City Recorder continues with professional development and education working toward receiving Master Municipal Clerks Certification from the International Institute of Municipal Clerks
- The City Recorder trains and holds the position of City Liaison Officer on Emergency Management Team
- City Council recognized approximately 156 Sherwood High School students for Academic and Athletic Achievements and recognized 11 Eagle Scouts in 2012
- City Recorder supported Boy Scouts of America in earning Merit Badges by providing tours of government facilities and educating on government practices
- Hosted Sister City of Edogawa Japan and coordinated visit of 20 students

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

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

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

Strategies:

Develop and Implement a Records Management program

Activities:

- Provide staff training on records management, writing legislation and Code amendments, keep staff apprised of Oregon Administrative Rules
- Prepare records for Records Archive Room, creating electronic records, review retention dates, support staff in preparing records for destruction and abiding by Oregon Administrative Rules
- Manage Requests for Records, streamline efficiencies
- Record documents with local government agencies
- Responsible for maintaining the Sherwood Municipal Code and managing the public link via the City website, streamline efficiency

Performance Measures:

- Coordinate Records Management Training through State Archive Department
- Responded to and fulfill Request for Records, streamline efficiencies
- Coordinated and oversee amendments to the Municipal Code

City Council and Recorder

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

Strategies:

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

Activities:

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

Performance Measures:

- Coordinated monthly City Council meetings and URA Board meetings as needed, prepare materials and transcribe meeting minutes
- Prepare approximately 100 pieces of legislation per year for City Council & URA Board
- Awarded 156 Academic & Athletic Achievement Certificates in 2012
- Awarded 11 Eagle Scout Award Certificates in 2012

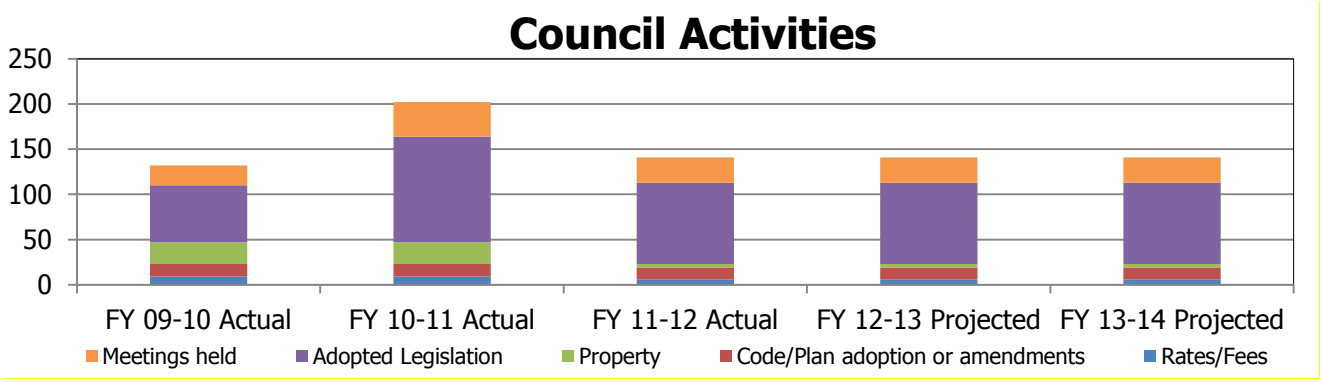
Serve as the City Elections Official

Activities:

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

Performance Measure:

- Oversaw 2012 General election, Annexation Ballot Measure and a Petition



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.

2012-2013 Accomplishments

- Upgraded the City's storage infrastructure and moved all users and most servers to centralized storage.
- Replaced the City's inefficient tape based backup solution with a disk based solution that improves backup performance and recovery times.
- Completed the WCCCA (County 911 Dispatch) fiber connection, giving Public Safety a much faster and more reliable connection.
- Finished the implementation of the grant funded public safety wireless project and deployed into the field.
- Worked with the Sherwood School District in helping them with their virtualization project and the possible development of a video production course at the High School.
- Continued moving servers to consolidated systems, allowing for increased data protection, administration efficiency, and overall cost savings.

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

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

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

Strategies:

Continue IT Service Management improvements

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

Performance Measure:
- Help Desk satisfaction rate

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

Strategies:

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

Information Technologies

Activities:

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

Performance Measure:

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

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

Strategies:

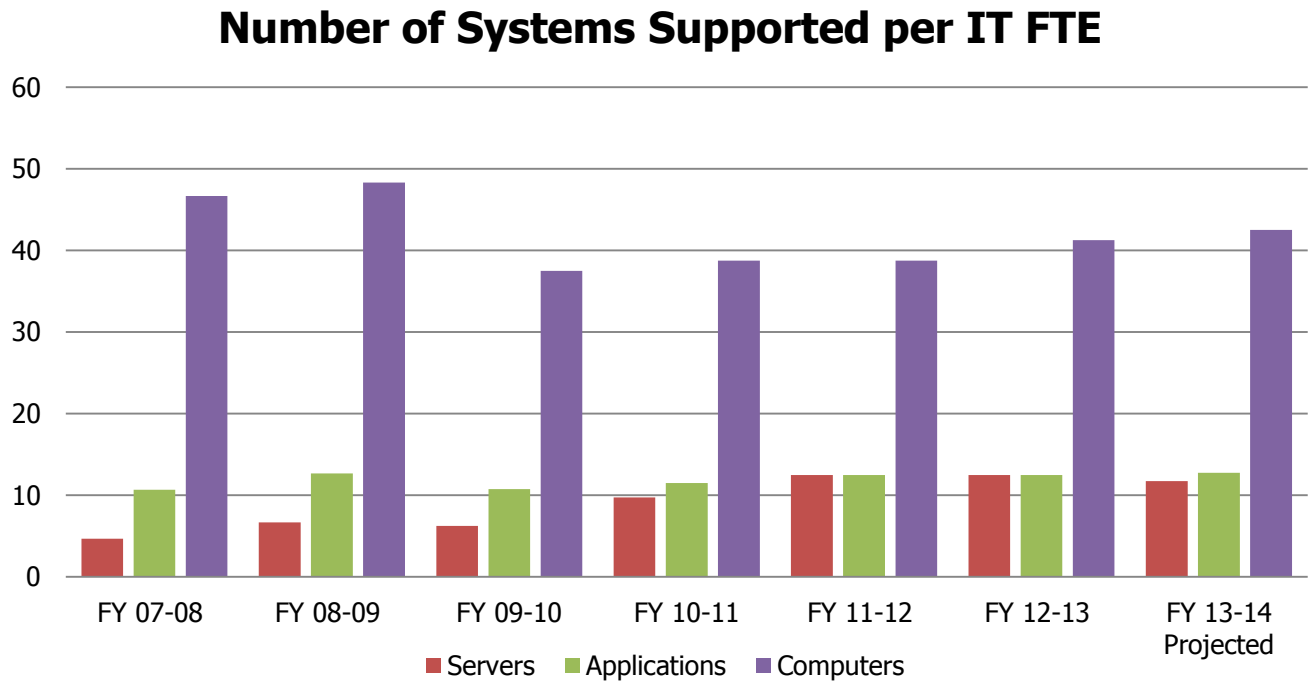
Continue current server and storage consolidation efforts

Activities:

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

Performance Measure:

- Server consolidation ratio and percentage of servers virtualized.



Human Resources & Risk Management

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

2012-13 Accomplishments

- Retain, recruit and train a top quality work force.
- Manage all lines of insurance coverage for the City.
- Lead in Employee Advocacy.
- Managed Union Contracts.
- Obtained Risk Management Certification.
- Obtained IPMA-CP – International Public Management Association, Certified Professional.

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

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

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

Strategies:

Develop and Implement a fiscally responsible Risk Management Plan

Activities:

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

Performance Measures:

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

Human Resources & Risk Management

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

Strategies:

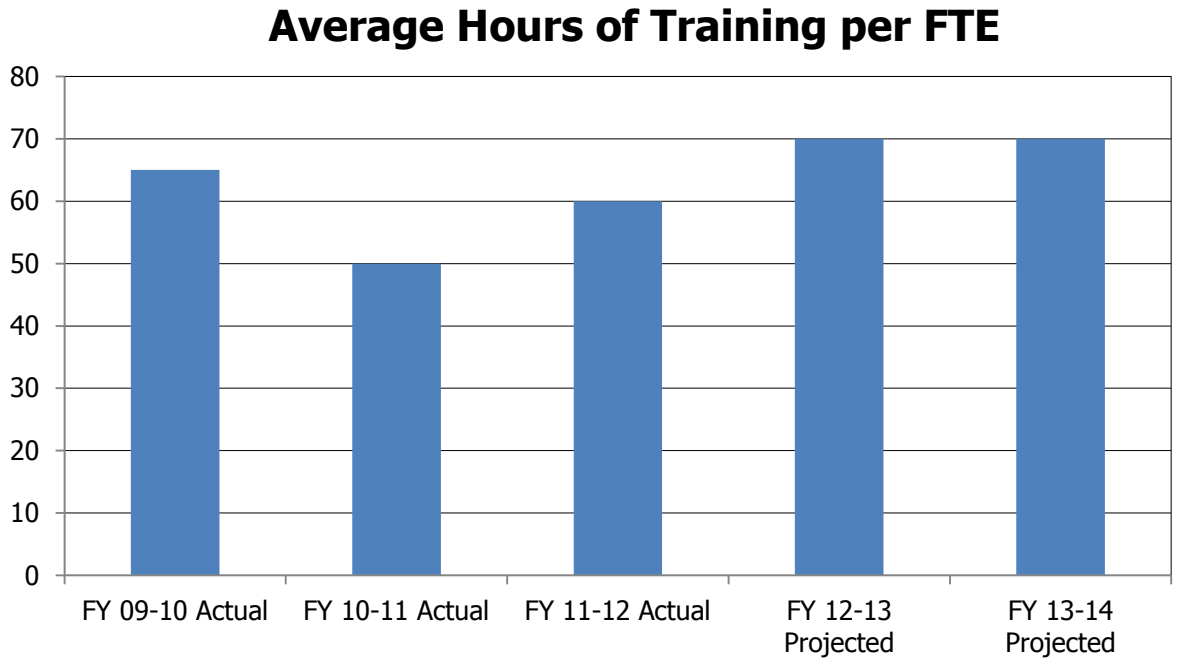
Develop and Implement Employee Training

Activities:

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

Performance Measures:

- Implementation of employee online training program.
- Conduct quarterly training for employees on wellness related topics.
- Attend 95% of the HR Forum meetings.



Finance

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

2012-13 Accomplishments

- Received the GFOA Budget Award for the Fiscal Year 2012-13 budget document
- Prepared Consolidated Annual Financial Report for Fiscal Year 2011-12 audit and submitted it to GFOA for national recognition.
- Refinanced $5.2 million in debt netting a savings over the term of the debt of $700,000.
- Maintained the City's Aa3 General Obligation debt rating and A1 Full Faith and Credit debt rating.
- Managed finances as to increase the General Fund balance for the fourth consecutive year.
- Together with Community Development Department, managed URA finances so as to avoid over commitment and over spending of funds.

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

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

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

Strategies:

Develop and implement a fiscally responsible budget

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

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

Comply with State Auditing Guidelines

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

Performance Measure:
- Meet all statutory requirements and deadlines with preparing the CAFR

Finance

Update and maintain the City's Payroll System

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

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

Develop and Implement City Financing and Investment portfolios

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

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

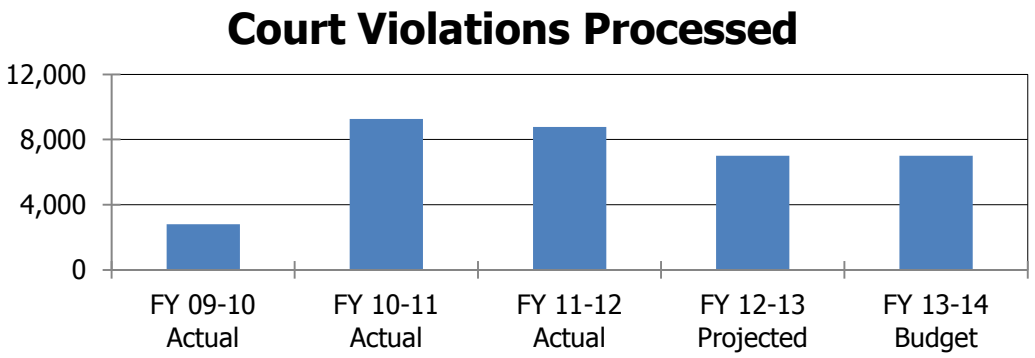
Value: ***The City of Sherwood Values and Promotes Quality Services***

Strategies:

Develop and Maintain Customer Oriented Court Administration

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

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



Community Development Division

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

	2010-11 Actual	2011-12 Actual	2012-13 Budget	2012-13 Projected	2013-14 Budget
Budget					
Revenue					
Intergovernmental	57,366	3,075	13,596	28,200	3,200
Charges for Services	212,494	295,842	251,154	322,950	385,598
Infrastructure & Development fees	103,023	17,279	103,425	113,525	127,700
Other Revenue	(4,500)	-	-	-	-
Total revenue	368,383	316,196	368,175	464,675	516,498
Expenditures					
Personal services	893,994	776,917	922,643	883,779	920,976
Materials and services	249,912	(8,373)	78,817	(34,214)	63,909
Total expenditures	1,143,906	768,544	1,001,460	849,565	984,885
Net revenue (expenditures)	(775,523)	(452,348)	(633,285)	(384,890)	(468,387)
FTE	9.6	8.6	9.5	10.2	9.0

Community Development Division

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

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

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

Strategies:

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

Activities:

- Track time spent on activities including customer service

Performance Measures

- Timecards are completely filled out and reviewed by manager

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

Strategies:

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

Activities:

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

Performance Measure

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

Community Development Division

Provide efficient processes for developers.

Activities:
- Prepare forms, applications and instructions as necessary
- Maintain and provide current City Codes and Standards in a user friendly format
- Assure compliance with adopted current Statewide and Regional codes and Standards

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

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

Strategies:

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

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

Performance Measure
- Stock forms and applications in the lobby at all times.
- Adopt current Statewide and Regional codes when required

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

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

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

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

Strategies**:**

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

Community Development Division

Activities:

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

Performance Measure

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

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

Activities:

- Oregon Street Regional Water Quality Facility Design
- Community Center Construction management
- Columbia Street Regional Stormwater Facility
- Tonquin Employment Land sanitary upgrade
- Street Maintenance Projects

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

Strategies**:**

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

Activities:

- Annexation of Tonquin Industrial Area
- Town Center Plan
- 99W corridor plan
- Concept planning for urban reserve areas adjacent to Sherwood

Performance Measure

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

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

Activities:

- Town Center Plan
- SW Corridor Planning
- Comprehensive Plan Periodic Review
- TSP update
- Tonquin Trail

Community Development Division

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

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

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

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

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

Strategies**:**

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

Activities:
- Participate with partners on the Tonquin Trail Master Plan
- Apply for applicable funds for street, bike and pedestrian facilities
- Cedar Creek Trail design and construction

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

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

Strategies**:**

Provide Infrastructure for City owned lands to stimulate economic development

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

Planning

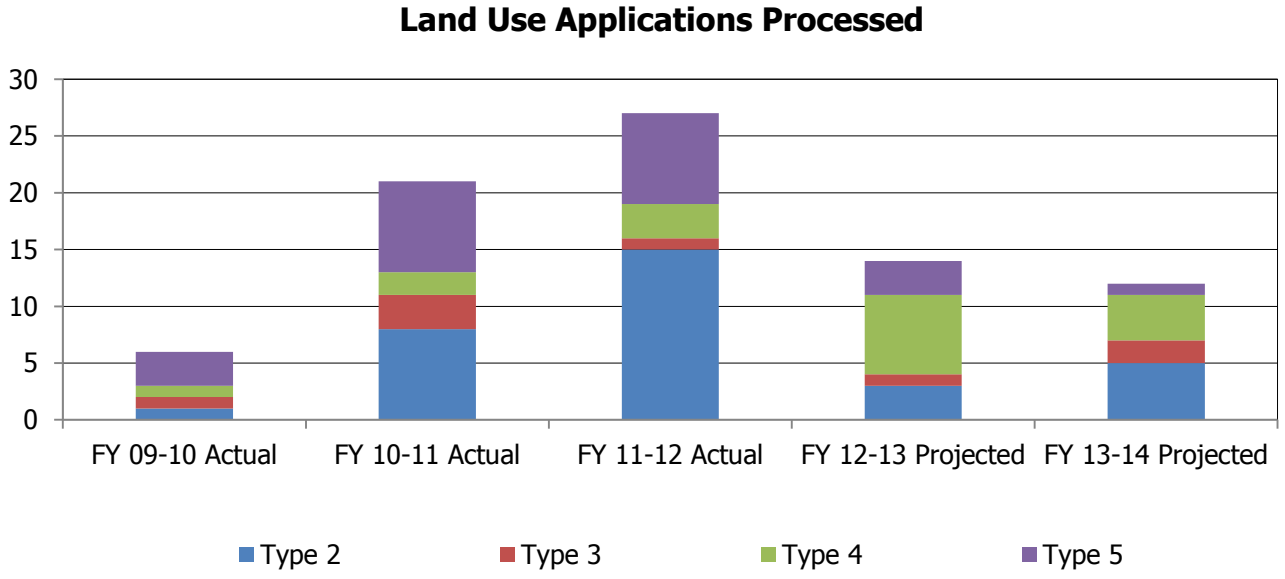
The Planning Department is responsible for guiding, updating, and implementing the Comprehensive Plan, the long-range planning tool of the community, which envisions the design and function of Sherwood's built and natural environments. The essential duties of the Department are current planning, such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

2012-13 Accomplishments

- Continued to process the majority of land use applications within 6-8 weeks
- Continued participation on the Tonquin Trail Master Plan in coordination with Metro, Wilsonville, Tualatin, Clackamas County and Washington County.
- Developed work plan and scope of work for Cedar Creek Trail design and construction.
- Continued coordination and participation with regional partners on issues of regional and local importance.
- Continued multi-phase code clean-up project and completed amendments to: Temporary signs, trees on private property, parking lot and landscaping, and commercial, industrial and institutional uses.
- Began development of the grant funded Town Center Plan

Land Use Applications Processed

Type 2 applications are staff level decisions. Generally these are more straight forward and smaller in size.
Type 3 applications require a public hearing and decision by a Hearings Officer.
Type 4 applications require a public hearing and decision by the Planning Commission.
Type 5 applications require a legislative decision made by the City Council after a public hearing and recommendation from the Planning Commission and a public hearing at the Council level as well.



Building

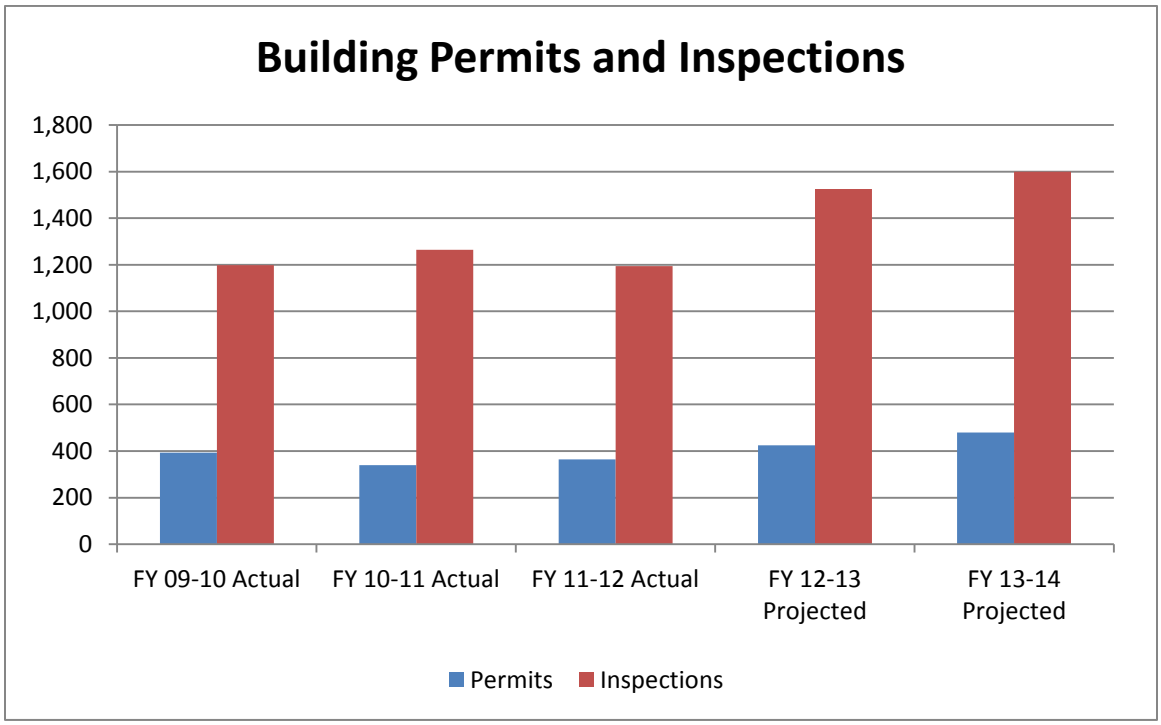
The Building Department's responsibilities are to review and approve plans, issue permits, and perform inspections for new construction in compliance with the State of Oregon's building, plumbing, mechanical, solar, manufactured dwelling, and energy codes. The Department assists the public and professionals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

2012-13 Accomplishments

- As a team we have worked closely with NW Natural Gas in converting the BMC Lumber site into their new maintenance shop and training facility.
- Completed required plan review/inspections and issued occupancy approvals for 15 new single family dwellings (January 2012 through January 2013).
- Inter-departmentally coordinated submission, review, inspections, and approval of Kohl's Department store.
- We have continued to provide excellent, knowledgeable customer service to people planning any type of addition, remodel, or new construction in Sherwood.
- We have continued to educate the public concerning permit requirements and the benefits permits provide in protecting their property, health and safety.
- As a group have participated in City wide emergency management training and exercises.

FTE per year to process permits and inspections

FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Projected	FY 13-14 Projected
3.5	2.25	2.25	2.25	2.5

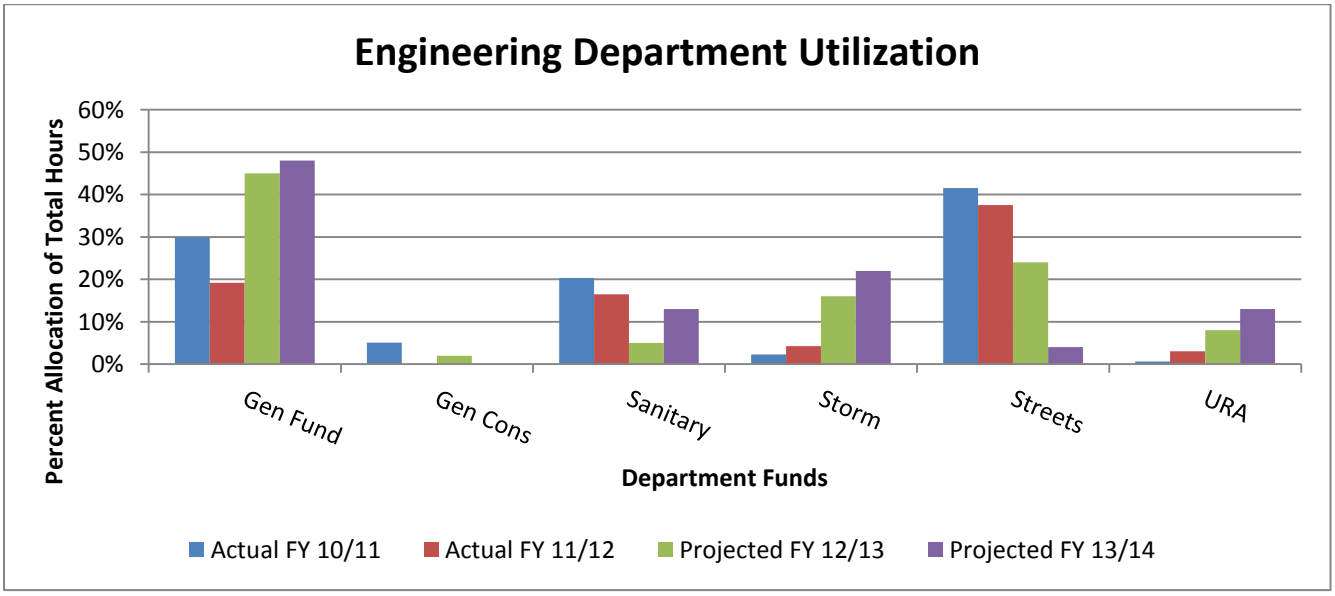


Engineering

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

2012-13 Accomplishments

- Completed design and construction of the Downtown Streetscapes Phase 2 project. This project was funded by URA monies and included reconstruction of Railroad Street between Pine and Main Streets, and Washington Street between Railroad and 1st Street.
- Completed overseeing the design and construction improvements to the Marjorie Stewart Senior Center Restroom and Lobby Improvements project. This project was funded under a Washington County Community Development Block Grant.
- Completed in-house design and construction management of the Ladd Hill Storm Water Quality Facility Rehabilitation project for Public Works.
- Completed in-house design and construction management of the Edy Road Sidewalk Safety Project. This project was in response to an existing safety related item on Edy Road.
- Applied for and succeeded in obtaining a Transportation Growth Management (TGM) Grant for the City's Transportation System Plan (TSP) update.
- Completed in-house design and managed construction bidding process for several Public Works street maintenance paving and sanitary sewer projects.
- Coordinated with developers on several large private development projects, including the Langer site development approval, the Kohl's store expansion, the Rychlick Farms Subdivision, the Daybreak Subdivision preliminary analysis, the Fred Meyer TPR analysis, and the Residences at the Cannery Plaza development approval.
- Provided review and approval for several smaller private development projects within the City, such as the Dutch Brothers Coffee kiosk.



Public Safety Division

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

Our Vision
The men and women of the City of Sherwood Police Department are a highly respected police agency that exemplifies the pinnacle of law enforcement. We strive to be technically superior and constantly evolving. We are an agency of destination for professional law enforcement officers. We will continue to remain flexible while keeping ahead of growth; always providing the highest level of service possible and we will establish ourselves as pacesetters in the law enforcement community.

Our Values

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

	2010-11 Actual	2011-12 Actual	2012-13 Budget	2012-13 Projected	2013-14 Budget
Budget					
Revenue					
Licenses and Permits	11,335	11,825	10,008	11,000	11,000
Intergovernmental	34,234	259,451	71,000	95,400	69,000
Charges for Services	6,864	6,227	5,500	7,000	6,000
Other Revenue	36,362	2,650	39,250	37,000	2,500
Total revenue	88,795	280,154	125,758	150,400	88,500
Expenditures					
Personal services	2,529,836	2,701,994	2,796,173	2,730,952	3,039,688
Materials and services	1,430,904	439,982	453,912	453,208	441,589
Capital outlay	37,747	266,980	45,000	79,600	41,100
Debt service	43,377	-	-	-	-
Total expenditures	4,041,865	3,408,956	3,295,085	3,263,760	3,522,377
Net revenue (expenditures)	(3,953,069)	(3,128,802)	(3,169,327)	(3,113,360)	(3,433,877)
FTE	24.8	25.4	24.5	24.8	25.3

Public Safety Division

Our Purpose is to Serve

City of Sherwood Police Department is a publicly funded, municipal government agency that is vested with tremendous responsibility and trust. As such, it is imperative that we remain open and transparent, hold ourselves accountable and abide by the following standards:

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

As a service-oriented public agency, we recognize that we exist for the Community. We adhere to Sir Robert Peel's philosophy that the police are the public and the public are the police. We consider it a privilege to serve the Sherwood Community. Whether it's a true emergency, a life threatening situation, or merely a situation where someone needs help or assistance, we will exceed the expectations of our customer.

2012-2013 Accomplishments

- Received Accreditation Award and became an Accredited Law Enforcement Agency
- Hosted 4 free Child Safety Seat Clinics
- Trained and certified 6 additional Child Safety Seat Technicians
- Delivered Municipal Court Diversion Program for Fireworks Violations
- Responded to 112 community traffic complaints
- Participated in at least 16 community events

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

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

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

Strategies:

Continue to address the growing issue and concern of Domestic Violence in the Sherwood Community.

Activities:

- Involve a greater level of participation by first responding police officers, detectives and supervisors.
- Enhance our patrol response plan, increase supervisor oversight, establish a mandatory 24 hour follow-up plan for survivors and engage community partners.

Address the growing incident of drug activity and complaints in the Sherwood Community.

Public Safety Division

Activities:

- Involve greater use of current resources, continued partnerships with regional resources and the addition of support resources.
- Re-establish our presence in the Washington County drug team and increase drug follow-up by re-staffing the 2nd Detective position.

Formalize and finalize a response to the problem of youth substance abuse in the Sherwood Community.

Activities:

- Involve the ongoing work of the Youth Substance Abuse Team and the continued allocation of partnerships and resources to maintain the program.
- Solidify the efforts of the working group and get the actual Team functioning with referrals.

Establish a police staffing sustainability plan to address the ongoing and future needs of police staffing.

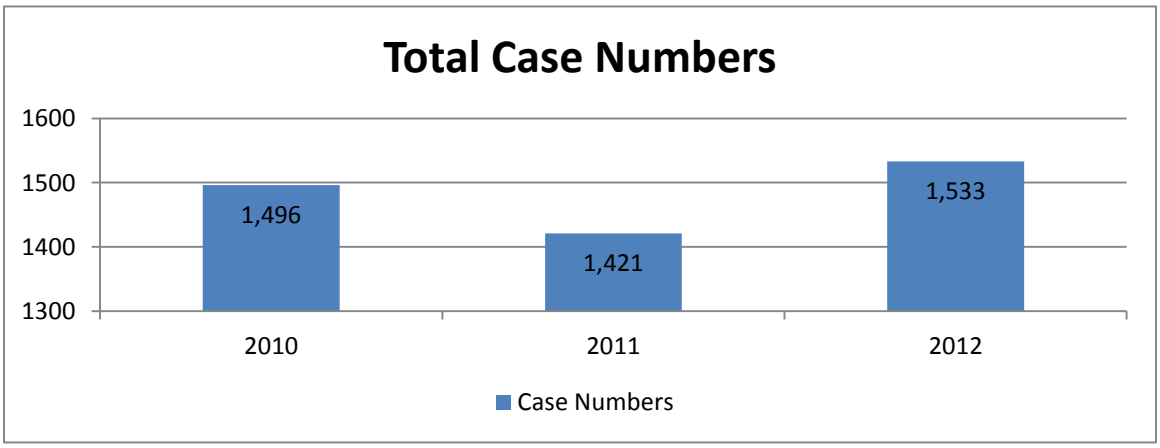
Activities:

- This will involve the ongoing commitment of City Council.
- Hire staffing to meet 2008-2009 budgeted allocation and develop a police staffing plan that will maintain a 3-car patrol force 24 hours a day.

Maintain department Accreditation status and begin staffing for re-accreditation.

Activities:

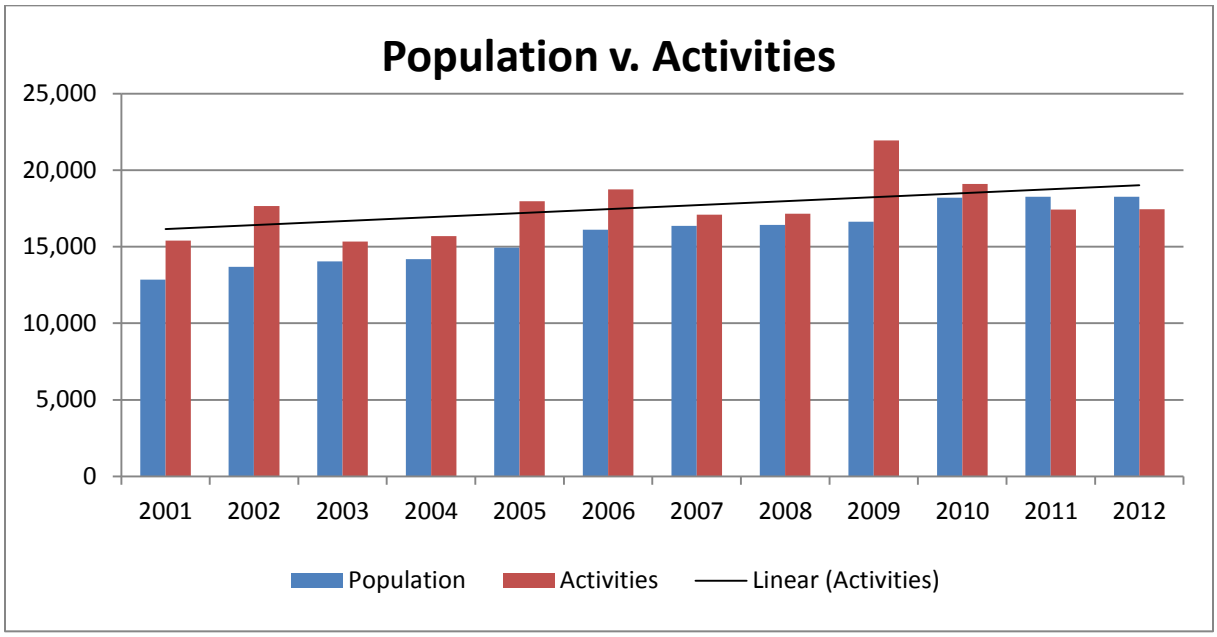
- To maintain Accreditation status, the department must submit annual reports and must successfully pass an on-site evaluation every three (3) years.
- Hire appropriate staff and meet the ongoing demands of the Accreditation process, by completing all required reporting and preparing for the onsite evaluation.



Every time a police officer documents a crime or incident, they are given a new case number. This graph shows the total number of case numbers assigned over the last three (3) years.

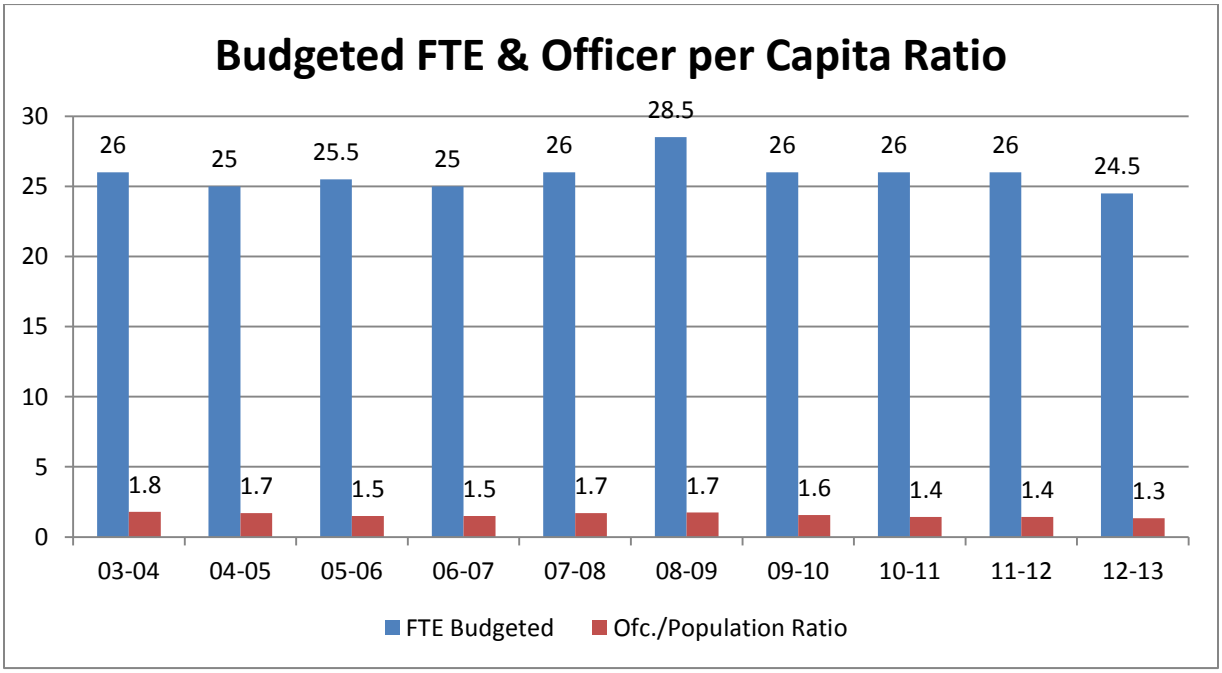
Public Safety Division

This graph shows the comparison between our growing population and the total activities of the Police Department, since 2001.



**Population numbers are based on PSU population estimates, and activities are based on WCCCA data.*

This graph compares the budget authorized Full Time Equivalent (FTE) and the resulting officer to citizen ratio based on population, since 2001. Officer to citizen ratios are not the only measure to consider, but they are commonly used and provide a very simple way to analyze staffing. They become most useful when used as a historical comparison, as below.



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

Community Services Division

The Community Services Department encompasses Library services, the Sherwood Old Town Field House operations, volunteer services, field and gym scheduling, and the coordinating and planning of various cultural activities and events. As part of the Washington County Cooperative Library Services (WCCLS), the Sherwood Library provides access to resources from all 12 County libraries as well as regional, national, and international sources. The Sherwood Old Town Field House is an indoor soccer facility that offers soccer leagues, facility rentals and field time for a variety of sports and activities.

	2010-11 Actual	2011-12 Actual	2012-13 Budget	2012-13 Projected	2013-14 Budget
Budget					
Revenue					
Intergovernmental	698,544	709,456	731,120	722,834	740,518
Charges for Services	232,649	238,745	212,629	230,895	235,800
Other Revenue	43,980	39,398	34,000	39,000	39,000
Total revenue	975,173	987,600	977,749	992,729	1,015,318
Expenditures					
Personal services	893,378	950,657	971,795	962,186	1,032,672
Materials and services	598,696	212,094	224,633	218,177	221,379
Capital outlay	-	13,370	-	-	-
Debt service	25,002	30,547	-	-	-
Total expenditures	1,517,075	1,206,668	1,196,428	1,180,363	1,254,051
Net revenue (expenditures)	(541,902)	(219,069)	(218,679)	(187,634)	(238,733)
FTE	13.3	13.2	13.0	13.8	13.2

Library

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

2012-13 Accomplishments

- Conversion to RFID (Radio Frequency Identification) technology through tagging of all library materials, installation of security gates and self-checks. As a result circulation processes are accelerated and self-service is enhanced.
- Continued rising trend in registration of new patrons (over 1275 new patrons during 2012).
- Successful grant applications with Oregon Humanities, the Oregon State Library and the Cultural Coalition of Washington County.
- Volunteer program allows staff greater opportunity to develop and offer additional programs and services (2377 hours of volunteer support in 2012).
- Increased number of programs offered for children, teens and adults.
- Quality services delivered by an experienced and dedicated staff.
- Supportive and engaged advocates in the Library Advisory Board and Friends of the Library.

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

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

Strategies:

Provide quality Library Services

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

Performance Measures:
- Provide 60 hours of library service a week
- Utilize 2500 hours of volunteer time
- Serve 1500 local children through the Summer Reading Program

Library

Strategies:

Provide excellent customer service

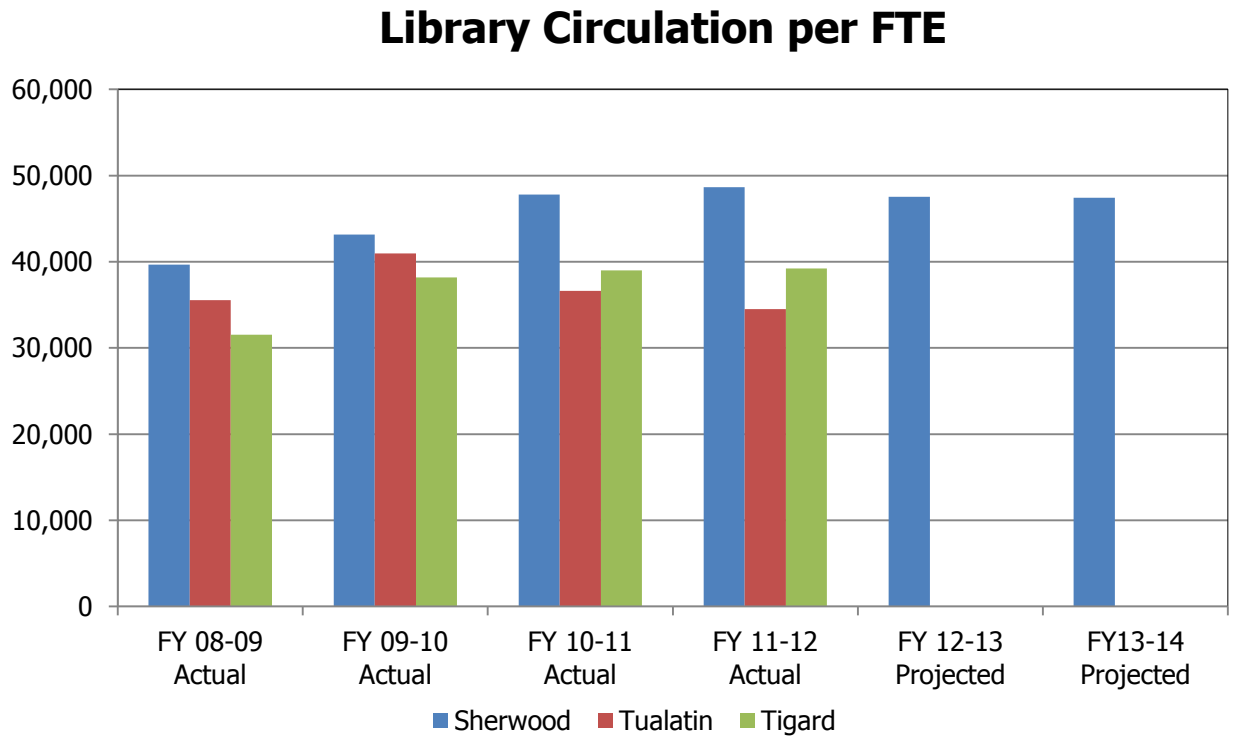
Activities:
- Maintain a knowledgeable and trained staff
- Assist customers with information and referrals
- Provide 60 hours of Library services each week

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

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

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

Performance Measures:
- Provide twelve programs annually through local partnerships



Field House

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

2012-13 Accomplishments

- 22,000 people served
- Maintained steady revenue stream in spite of a weak economy
- Changed the night of men's league to have better supervision
- Offered 3 mornings each week of preschool play during the school year
- Had netting installed for celling to enhance the indoor experience

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

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

Strategies:

Provide quality recreation opportunities for the citizen of Sherwood

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

Performance Measures:
- Serve 24,000 people
- Increase Youth leagues 5%
- Try to fill all open hours between 4:00 pm and midnight
- Provide excellent customer service to those that visit the Field House

Provide excellent customer service to those that visit the Field House

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

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

Recreation and Event Services

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

2012-13 Accomplishments

- Coordinated volunteer program. Volunteers contributed a total of 2,944 hours, equivalent to 1.42 FTE
- Coordinated and offered 7 weeks of Music on the Green concerts at Stella Olsen Park to approximately 1,200 people each week
- Coordinated inaugural Veterans Day Ceremony
- Coordinated grand opening celebration for the Cannery Square Plaza
- Managed, developed and implement city-wide special events including the Community Services Fair, Missoula Children's Theatre and Pix on the Plaza
- Processed and issued 27 Special Event Permit applications and 4 Block Party applications
- Received $179,600 Community Development Block Grant for restroom and lobby improvements to the Senior Center
- Served on project team for the Cedar Creek Trail design
- Acted as liaison to community groups such as the Saturday Market, Historical Society, the Friends of the Senior Center, Loaves and Fishes and the Robin Hood Festival Association
- Secured presenting sponsor for Music on the Green
- Coordinated covered bike rack project (Eagle Scout project) at Stella Olsen Park
- Coordinated practice and game space for 11 different sport leagues (over 300 teams)

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

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

Strategies:

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

Activities:

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

Performance Measures:

- Provide 3200 hours of volunteer work
- Raise $12,000 in sponsorship for Music on the Green

Public Works

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

	2010-11 Actual	2011-12 Actual	2012-13 Budget	2012-13 Projected	2013-14 Budget
Budget					
Revenue					
Intergovernmental	100,237	100,187	120,000	126,111	220,000
Charges for Services	42,435	5,690	6,000	6,000	5,200
Other Revenue	64,467	28,859	25,000	21,600	14,600
Total revenue	207,140	134,736	151,000	153,711	239,800
Expenditures					
Personal services	644,090	671,039	764,907	752,140	868,819
Materials and services	178,456	637,149	650,938	637,460	675,894
Capital outlay	141,702	106,171	90,000	87,500	60,000
Debt service	25,002	30,547	-	-	-
Transfers out & Other Sources	23,317	-	-	-	-
Total expenditures	1,012,566	1,444,906	1,505,845	1,477,100	1,604,713
Net revenue (expenditures)	(805,426)	(1,310,170)	(1,354,845)	(1,323,389)	(1,364,913)
FTE	10.3	9.8	11.2	11.6	12.9

Public Works Administration

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

2012-13 Accomplishments

- Continue to provide rental offices to two tenants at Public Works Facility.
- Provided training to all Public Works employees for continued growth opportunities.
- Responded to all emergency after-hour calls.
- Track all work using work order system.
- Prepare and oversee implementation of each division budget.
- Continue to work with regional partners (solid waste, emergency management, debris removal, water, wastewater, storm, streets and fleet).
- Provided upgraded technology to allow each division to work more efficiently.
- Completed storm and sanitary mapping updates.
- Completed water asset updates.
- Completed and negotiated several bid proposals for maintenance projects, equipment and consulting services.
- Implemented paperless billing for utility customers.

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

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

Strategies:

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

Activities

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

Public Works Administration

- Provide educational outreach for our citizens of Sherwood on water conservation and other programs (leaf program, recycling, paving program) or concerns to the city relative to public works.

Performance Measures

- Will maintain rental offices at Sherwood Office Complex.
- Public Works will continue to train staff to NIMS compliance and will meet with regional partners to plan for emergency events.
- Will respond to all emergency after-hour calls.
- Will track all work for accountability through asset management system (work orders).
- Will complete and stay within the approved budget.
- Negotiate with regional partners.
- Will continue to provide accurate data to citizens, regional partners and all city staff.
- Will continue to look for regional water partnerships.
- Provided City wide GIS support.

Fleet and Facilities

The Fleet and Facilities Division is responsible for the environmental health, safety, operation maintenance and repair of all city facilities, vehicles and equipment.

2012-13 Accomplishments

- Completed annual requirements for reporting to State.
- Completed set up and take down for Kids Reading, City Council, Planning Commission and Court 175 times last year.
- Completed 1,362 work orders related to repairs and/or maintenance of vehicles and equipment.
- Purchased 100% of budgeted equipment.
- Completed weekly inspections of all city facilities.
- Completed window repairs at YMCA.
- Completed inspections of all contracted work.
- Completed updates to the restrooms at Public Works

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

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

Strategies:

Fleet and Facilities: The Fleet Division is responsible for maintenance and repair of city vehicles and equipment with an emphasis on safety, cost effectiveness and dependability. The Facilities Division will provide clean, safe, well-maintained environmentally-efficient city facilities for employees and the public.

Fleet and Facilities

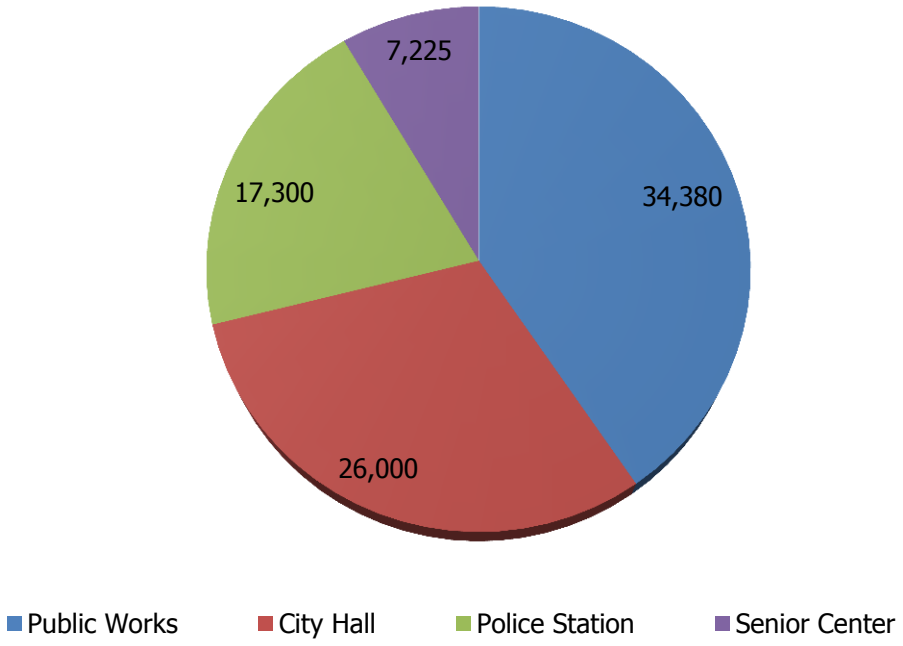
Activities

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

Performance Measures

- Annual reporting to State for boiler system, elevators, etc.
- Will inspect city facilities weekly and will perform maintenance as needed.
- Will inspect contractual work.
- Will complete 175 meeting set up and take downs during the year.
- Complete maintenance and repairs on all city vehicles and equipment.
- Complete purchase all equipment and vehicles per approved budget.

Square Footage of Buildings Maintained by Public Works



Parks

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

2012-13 Accomplishments

- Completed weekly playground inspections.
- Completed trash pickup three times a week during peak usage.
- Maintained 7,333 irrigation heads this past year.
- Completed striping of athletic fields for schools and leagues.
- Completed 102 park reservations this past year.
- Provided 7-day/week staffing coverage during peak season.
- Worked with independent contractors to ensure contract agreements are followed and work progresses smoothly
- Completed weekly mowing for parks and athletic fields for 35 weeks out of the year.
- Maintained Cannery Square plaza and water feature.

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

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

Strategies:

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

Activities

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

Performance Measures

- Will provide weekly playground inspections at all city playground locations.
- Will provide trash pickup a minimum of 3 times per week during peak season.
- Will maintain all city irrigation heads.
- Will establish and maintain scheduled maintenance for all turf fields.
- Will maintain all park shelters and will issue park reservations.
- Will provide inspections of HOA and City trails; will maintain city-trails up to four (4) times per year.
- Will provide 7-day per week coverage during peak season.
- Will provide weekly mowing for 40 weeks of the year and will apply fertilizer a minimum of 5 times per year.

Asset Depreciation Fund

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

	2010-11 Actual	2011-12 Actual
SOURCES		
Beginning fund balance	$405,998	$220,857
Revenue		
Fines, interest and other	2,179	160
Total revenue	2,179	160
Other sources		
Transfers in	114,000	-
Total other sources	114,000	-
Total sources	**522,178**	**221,017**
USES		
Expenditures		
Materials and services		
Professional & technical	51,779	-
Other purchased services	1	-
Supplies	(4,500)	-
Other materials & services	41	-
Total materials & services	47,321	-
Capital outlay		
Vehicles	254,000	-
Total capital outlay	254,000	-
Total expenditures	301,321	-
Other uses		
Transfers out	-	221,017
Ending Fund Balance	220,857	-
Contingency		-
Total uses	**522,178**	**221,017**

Debt Service

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

	2010-11 Actual	2011-12 Actual	2012-13 Budget	2012-13 Projected	2013-14 Proposed	2013-14 Approved
SOURCES						
Beginning fund balance	$ 9,532	$ 47,382	$ 47,484	$ 49,241	$ 6,615	$ 6,615
Revenue						
Taxes	913,276	888,000	850,000	850,000	892,000	892,000
Fines, interest and other	1,025	1,756	-	-	-	-
Total revenue	914,301	889,756	850,000	850,000	892,000	892,000
Other sources						
Issuance of long-term debt	2,416,639	-	-	-	-	-
Total other sources	2,416,639	-	-	-	-	-
Total sources	**3,340,472**	**937,138**	**897,484**	**899,241**	**898,615**	**898,615**
USES						
Expenditures						
Debt service						
Principal - GO bond 01 police	2,555,000	-	-	-	-	-
Principal - 2004 A&B refunding	495,000	505,000	525,000	525,000	540,000	540,000
Principal - 2011 Police Ref GO	-	200,000	210,000	210,000	215,000	215,000
Interest - GO bond 01 police	114,003	-	-	-	-	-
Interest - 2004 A&B refunding	129,088	114,238	97,826	97,826	81,418	81,418
Interest - 2011 Police Ref GO	-	68,659	59,800	59,800	55,550	55,550
Total debt service	3,293,091	887,897	892,626	892,626	891,968	891,968
Total expenditures	3,293,091	887,897	892,626	892,626	891,968	891,968
Ending Fund Balance	47,382	49,241	-	-		
Contingency			4,858	6,615	6,647	6,647
Total uses	**3,340,472**	**937,138**	**897,484**	**899,241**	**898,615**	**898,615**

FY13-14 General Construction Capital Projects

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

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

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

Snyder Park Turf Replacement: The turf field at Snyder Park will be replaced in FY13-14. Maintenance costs of turf fields are lower than grass fields and need replacing about every 10 years.

	2010-11 Actual	2011-12 Actual	2012-13 Budget	2012-13 Projected	2013-14 Proposed	2013-14 Approved
SOURCES						
Beginning fund balance	$ 85,089	$ 317,520	$ 594,129	$ 585,763	$ 874,644	$ 874,644
Revenue						
Intergovernmental	281,132	154	179,600	179,600	-	-
Infrastructure development	122,566	88,634	21,537	50,000	614,000	614,000
Fines, interest and other	774	27,595	30,013	30,013	27,514	27,514
Total revenue	404,472	116,383	231,150	259,613	641,514	641,514
Other sources						
Transfers in	273,317	200,000	400,000	460,000	205,000	205,000
Total other sources	273,317	200,000	400,000	460,000	205,000	205,000
Total sources	**762,878**	**633,903**	**1,225,279**	**1,305,376**	**1,721,158**	**1,721,158**
USES						
Expenditures						
Personal services						
Salaries and wages	23,329	-	4,383	27,918	31,864	31,864
Payroll taxes	1,940	-	430	2,380	3,105	3,105
Benefits	7,837	-	1,678	11,932	12,524	12,524
Total personal services	33,107	-	6,491	42,230	47,493	47,493
Materials and services						
Professional & technical	26,085	-	-	-	-	-
Other purchased services	93	-	22	226	72	72
Community activities	7	-	-	-	-	-
Other materials & services	21,717	-	3,927	22,522	22,147	22,147
Total materials & services	47,902	-	3,949	22,748	22,219	22,219
Capital outlay						
Infrastructure	135,265	-	310,823	160,000	85,288	85,288
Buildings	170,750	-	-	156,921	-	-
Other improvements	-	-	500,000	-	627,328	627,328
Furniture and equipment	9,730	-	-	-	351,500	351,500
Total capital outlay	315,745	-	810,823	316,921	1,064,116	1,064,116
Debt service						
Principal	34,830	36,120	38,700	38,700	39,990	39,990
Interest	13,774	12,021	10,133	10,133	8,114	8,114
Total debt service	48,604	48,141	48,833	48,833	48,104	48,104
Total expenditures	445,358	48,141	870,096	430,732	1,181,932	1,181,932
Other uses						
Ending Fund Balance	317,520	585,763	-	-		
Contingency			355,183	874,644	539,226	539,226
Total uses	**762,878**	**633,903**	**1,225,279**	**1,305,376**	**1,721,158**	**1,721,158**
FTE	0.4	-	0.1	0.6	0.4	0.4

Street Operations

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

2012-13 Accomplishments

- Responded to all storm events.
- Replaced 116 regulatory and warning signs.
- Paved Gleneagle Subdivision.
- Completed 104,470 feet of crack sealing.
- Completed landscape right-of-way maintenance.
- Completed inspection of all contract work.
- Inspected and started the Sidewalk and Tree Trimming programs. Worked with property owners to complete 349 sidewalk deficiencies.

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

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

Strategies

Maintain transportation system assets.

Activities

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

Performance Measures

- Will respond to all storm events.
- will restripe 22 center lane miles of streets.
- Will complete paving projects according to the pavement management program.
- Will crack seal approximately 70,000 feet of streets.
- Maintain landscape of right of way and will manage contractors.
- Will provide city-wide sidewalk assistance program.
- Will fill potholes within 24 hours of being notified.
- Will replace a quarter of the street name signs.

Street Operations Budget

	2010-11 Actual	2011-12 Actual	2012-13 Budget	2012-13 Projected	2013-14 Proposed	2013-14 Approved
SOURCES						
Beginning fund balance	$ 254,614	$ 458,650	$ 486,376	$ 987,889	$1,159,311	$1,159,311
Revenue						
Intergovernmental	878,730	1,063,840	1,100,000	1,102,000	1,079,439	1,079,439
Charges for services	301,282	497,770	505,000	540,746	540,253	540,253
Infrastructure development	331	408	-	2,917	1,500	1,500
Fines, interest and other	1,429	3,480	3,000	6,271	6,272	6,272
Total revenue	1,181,772	1,565,499	1,608,000	1,651,934	1,627,464	1,627,464
Other sources						
Transfers in	-	29,000	-	-	-	-
Total other sources	-	29,000	-	-	-	-
Total sources	**1,436,386**	**2,053,149**	**2,094,376**	**2,639,823**	**2,786,775**	**2,786,775**
USES						
Expenditures						
Personal services						
Salaries and wages	161,306	161,781	172,986	206,451	204,162	204,162
Payroll taxes	20,934	21,750	22,029	23,553	27,836	27,836
Benefits	56,150	64,642	62,907	82,138	90,708	90,708
Total personal services	238,390	248,173	257,922	312,142	322,706	322,706
Materials and services						
Professional & technical	20,811	13,884	35,954	142,500	88,850	88,850
Facility and equipment	267,516	279,620	323,078	344,278	366,214	366,214
Other purchased services	15,163	2,403	29,709	21,463	25,628	25,628
Supplies	44,651	39,148	65,484	65,484	65,472	65,472
Minor equipment	1,707	703	4,000	4,000	4,300	4,300
Other materials & services	81,396	112,680	98,365	134,645	132,392	132,392
Total materials & services	431,245	448,438	556,590	712,370	682,856	682,856
Capital outlay						
Infrastructure	207,838	310,470	700,000	450,000	-	-
Furniture and equipment	23,640	-	6,000	6,000	7,000	7,000
Total capital outlay	231,478	310,470	706,000	456,000	7,000	7,000
Debt service						
Principal	43,712	57,516	-	-	-	-
Interest	3,910	662	-	-	-	-
Total debt service	47,622	58,178	-	-	-	-
Total expenditures	948,735	1,065,260	1,520,512	1,480,512	1,012,562	1,012,562
Other uses						
Transfers out	29,000	-	-	-	-	-
Ending Fund Balance	$ 458,650	$ 987,889	-	-	-	-
Equipment Replacement Reserve			54,002	54,002	109,002	109,002
Infrastructure Reserve			25,000	25,000	50,000	50,000
Contingency			494,862	1,080,309	1,615,211	1,615,211
Total uses	**1,436,386**	**2,053,149**	**2,094,376**	**2,639,823**	**2,786,775**	**2,786,775**
FTE	3.9	4.2	3.0	4.1	3.9	3.9

FY13-14 Street Capital Projects

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

Cedar Brook Way Alignment Alternative Analysis. This project will perform a preliminary design analysis of no more than two alignment options for the extension of Cedar Brook Way between Handley Street and Elwert Road. The analysis will provide property owners and developers basic information of possible street alignments, utility system locations, and estimated construction costs. This project is based on a directive by City Council to perform the analysis.

Street Capital Budget

	2010-11 Actual	2011-12 Actual	2012-13 Budget	2012-13 Projected	2013-14 Proposed	2013-14 Approved
SOURCES						
Beginning fund balance	$ 5,363,964	$ 4,225,014	$ 3,428,479	$ 2,335,297	$ 1,342,522	$ 1,342,522
Revenue						
Intergovernmental	1,621,423	2,388,549	-	151,000	-	-
Charges for services	-	41,983	50,000	50,000	50,000	50,000
Infrastructure development	273,791	127,211	3,061,849	135,000	1,526,000	1,526,000
Fines, interest and other	25,272	21,811	9,100	15,000	6,266	6,266
Total revenue	1,920,486	2,579,554	3,120,949	351,000	1,582,266	1,582,266
Other sources						
Transfers in	105,680	609,105	2,169,126	50,000	-	-
Total other sources	105,680	609,105	2,169,126	50,000	-	-
Total sources	**7,390,129**	**7,413,673**	**8,718,554**	**2,736,297**	**2,924,788**	**2,924,788**
USES						
Expenditures						
Personal services						
Salaries and wages	135,768	136,785	132,394	85,892	727	727
Payroll taxes	11,374	12,253	12,706	7,273	73	73
Benefits	46,274	55,065	49,302	30,478	275	275
Total personal services	193,416	204,102	194,402	123,643	1,075	1,075
Materials and services						
Professional & technical	2,527,628	36,775	-	2,500	-	-
Facility and equipment	14,005	-	-	-	-	-
Other purchased services	87,115	237	274	121	10	10
Supplies	1,959	-	-	-	-	-
Other materials & services	165,297	146,974	118,801	120,409	425	425
Total materials & services	2,796,004	183,985	119,075	123,030	435	435
Capital outlay						
Land	257,737	1,352,669	-	-	-	-
Infrastructure	(82,042)	3,337,620	3,126,523	825,152	38,490	38,490
Total capital outlay	175,695	4,690,289	3,126,523	825,152	38,490	38,490
Debt service						
Total debt service	-	-	-	-	-	-
Total expenditures	3,165,115	5,078,376	3,440,000	1,071,825	40,000	40,000
Other uses						
Transfers out	-	-	-	321,950	155,000	155,000
Ending Fund Balance	$ 4,225,014	$ 2,335,297	-	-	-	-
Contingency			5,278,554	1,342,522	2,729,788	2,729,788
Total uses	**7,390,129**	**7,413,673**	**8,718,554**	**2,736,297**	**2,924,788**	**2,924,788**
FTE	2.2	1.9	2.0	1.3	0.01	0.01

Water Fund

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

Water Fund Budget in Total

	2010-11 Actual	2011-12 Actual	2012-13 Budget	2012-13 Projected	2013-14 Proposed	2013-14 Approved
SOURCES						
Beginning fund balance	$ 7,771,382	$ 9,512,904	$ 8,084,299	$ 8,676,393	$ 5,495,329	$ 5,495,329
Revenue						
Intergovernmental	45,000	-	-	-	2,000,000	2,000,000
Charges for services	3,581,283	4,105,712	3,862,250	4,393,250	4,363,792	4,363,792
Infrastructure development	193,837	89,518	482,318	510,318	163,000	163,000
Fines, interest and other	43,093	44,428	17,122	39,000	30,000	30,000
Total revenue	3,863,213	4,239,659	4,361,690	4,942,568	6,556,792	6,556,792
Other sources						
Transfers in	64,000	25,000	-	-	-	-
Issuance of long-term debt	17,601,880	-	-	-	-	-
Total other sources	17,665,880	25,000	-	-	-	-
Total sources	**29,300,475**	**13,777,563**	**12,445,989**	**13,618,961**	**12,052,121**	**12,052,121**
USES						
Expenditures						
Personal services						
Salaries and wages	426,719	363,184	481,263	398,853	370,488	370,488
Payroll taxes	42,631	38,167	50,005	41,859	41,810	41,810
Benefits	154,022	151,449	183,906	161,528	181,154	181,154
Total personal services	623,372	552,801	715,174	602,240	593,452	593,452
Materials and services						
Professional & technical	4,551,148	1,282,733	1,244,900	1,246,400	1,280,700	1,280,700
Facility and equipment	72,639	65,025	79,388	70,272	94,000	94,000
Other purchased services	305,520	337,464	365,148	393,054	354,537	354,537
Supplies	87,867	92,485	102,140	102,140	392,000	392,000
Minor equipment	3,822	12,999	3,012	3,012	21,008	21,008
Other materials & services	254,958	254,465	273,105	240,019	284,609	284,609
Total materials & services	5,275,954	2,045,170	2,067,693	2,054,897	2,426,854	2,426,854
Capital outlay						
Infrastructure	504,804	719,401	4,310,836	3,578,227	620,531	620,531
Vehicles	4,741	-	-	-	10,000	10,000
Furniture and equipment	28,990	-	100,000	-	2,500	2,500
Total capital outlay	538,535	719,401	4,410,836	3,578,227	633,031	633,031
Debt service						
Principal	10,254,791	485,578	824,425	824,425	850,621	850,621
Interest	301,450	1,118,221	1,013,843	1,013,843	989,947	989,947
Issuance costs	346,939	-	-	-	-	-
Total debt service	10,903,181	1,603,798	1,838,268	1,838,268	1,840,568	1,840,568
Total expenditures	17,341,042	4,921,170	9,031,971	8,073,632	5,493,905	5,493,905
Other uses						
Transfers out	2,446,530	180,000	-	50,000	-	-
Ending Fund Balance	9,512,904	8,676,393	-	-	-	-
Equipment Replacement Reserve			50,000	50,000	100,000	100,000
Infrastructure Reserve			50,000	50,000	100,000	100,000
Contingency			3,314,018	5,395,329	6,358,216	6,358,216
Total uses	**29,300,475**	**13,777,563**	**12,445,989**	**13,618,961**	**12,052,121**	**12,052,121**

Sanitary Fund

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

Sanitary Fund Budget in Total

	2010-11 Actual	2011-12 Actual	2012-13 Budget	2012-13 Projected	2013-14 Proposed	2013-14 Approved
SOURCES						
Beginning fund balance	$ 3,797,477	$ 4,051,252	$ 3,358,471	$ 3,374,283	$ 3,401,711	$ 3,401,711
Revenue						
Intergovernmental	936,173	338,821	491,966	-	528,457	528,457
Charges for services	445,693	523,271	521,850	553,600	554,000	554,000
Infrastructure development	8,447	6,020	6,786	11,000	42,000	42,000
Fines, interest and other	17,989	16,263	9,450	10,898	9,848	9,848
Total revenue	1,408,303	884,375	1,030,052	575,498	1,134,305	1,134,305
Other sources						
Transfers in	-	50,000	-	-	-	-
Total other sources	-	50,000	-	-	-	-
Total sources	**5,205,780**	**4,985,628**	**4,388,523**	**3,949,781**	**4,536,016**	**4,536,016**
USES						
Expenditures						
Personal services						
Salaries and wages	178,876	164,536	193,196	152,093	190,060	190,060
Payroll taxes	17,835	18,036	22,724	16,826	22,697	22,697
Benefits	59,166	60,041	74,956	62,729	86,597	86,597
Total personal services	255,878	242,613	290,876	231,648	299,354	299,354
Materials and services						
Professional & technical	462,608	38,128	35,004	35,004	58,500	58,500
Facility and equipment	5,619	7,867	20,912	19,392	20,300	20,300
Other purchased services	33,010	33,423	49,925	48,755	86,939	86,939
Supplies	7,891	14,106	13,924	13,924	13,800	13,800
Minor equipment	2,826	5,089	3,900	3,900	3,850	3,850
Other materials & services	152,034	133,814	133,676	111,100	147,243	147,243
Total materials & services	663,988	232,428	257,341	232,075	330,632	330,632
Capital outlay						
Land	5,000	11,975	-	-	-	-
Infrastructure	-	869,948	1,111,295	41,847	1,128,071	1,128,071
Vehicles	4,741	-	-	-	10,000	10,000
Furniture and equipment	10,000	-	42,500	42,500	11,700	11,700
Total capital outlay	19,741	881,923	1,153,795	84,347	1,149,771	1,149,771
Debt service	-	-				
Principal	41,527	54,641	-	-	-	-
Interest	3,714	635	-	-	-	-
Total debt service	45,241	55,276	-	-	-	-
Total expenditures	984,848	1,412,240	1,702,012	548,070	1,779,757	1,779,757
Other uses						
Transfers out	169,680	199,105	-	-	-	-
Ending Fund Balance	4,051,252	3,374,283	-	-	-	-
Equipment Replacement Reserve			85,000	85,000	130,000	130,000
Infrastructure Reserve			45,000	45,000	65,000	65,000
Contingency			2,556,511	3,271,711	2,561,259	2,561,259
Total uses	**5,205,780**	**4,985,628**	**4,388,523**	**3,949,781**	**4,536,016**	**4,536,016**

Storm Fund

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

Storm Fund Budget in Total

	2010-11 Actual	2011-12 Actual	2012-13 Budget	2012-13 Projected	2013-14 Proposed	2013-14 Approved
SOURCES						
Beginning fund balance	$ 628,418	$ 1,083,858	$ 1,284,181	$ 1,285,864	$ 1,557,395	$ 1,467,395
Revenue						
Charges for services	1,340,927	1,418,566	1,320,000	1,538,090	1,535,690	1,535,690
Infrastructure development	66,389	13,346	162,514	26,000	33,500	33,500
Fines, interest and other	65,479	7,738	7,900	6,907	8,814	8,814
Total revenue	1,472,795	1,439,650	1,490,414	1,570,997	1,578,004	1,578,004
Other sources						
Transfers in	-	316,678	40,000	93,322	-	-
Total other sources	-	316,678	40,000	93,322	-	-
Total sources	**2,101,213**	**2,840,186**	**2,814,595**	**2,950,183**	**3,135,399**	**3,045,399**
USES						
Expenditures						
Personal services						
Salaries and wages	209,899	201,328	245,517	254,645	300,875	300,875
Payroll taxes	23,808	23,334	27,902	28,188	37,438	37,438
Benefits	62,678	66,940	83,229	101,482	133,792	133,792
Total personal services	296,385	291,602	356,648	384,315	472,105	472,105
Materials and services						
Professional & technical	189,882	150,248	166,392	141,192	189,200	189,200
Facility and equipment	5,668	23,480	32,916	32,420	28,000	28,000
Other purchased services	73,803	77,043	78,679	96,136	109,137	109,137
Supplies	13,082	23,151	23,316	23,300	24,200	24,200
Minor equipment	1,072	7,929	5,052	5,052	5,600	5,600
Other materials & services	120,061	121,946	137,235	206,089	237,212	237,212
Total materials & services	403,568	403,796	443,590	504,189	593,349	593,349
Capital outlay						
Land	-	239,912	-	-	-	-
Infrastructure	88,099	34,543	280,000	348,784	1,250,049	1,250,049
Vehicles	4,741	-	-	-	10,000	10,000
Furniture and equipment	7,500	-	62,500	45,500	40,000	40,000
Total capital outlay	100,340	274,456	342,500	394,284	1,300,049	1,300,049
Debt service	-	-				
Principal	141,014	343,259	104,326	-	-	-
Interest	16,048	11,208	5,115	-	-	-
Total debt service	157,063	354,467	109,441	-	-	-
Total expenditures	957,355	1,324,322	1,252,179	1,282,788	2,365,503	2,365,503
Other uses						
Transfers out	60,000	230,000	-	110,000	-	-
Ending Fund Balance	1,083,858	1,285,864	-	-	-	-
Equipment Replacement Reserve			90,000	90,000	135,000	135,000
Contingency			1,472,416	1,467,395	634,896	544,896
Total uses	**2,101,213**	**2,840,186**	**2,814,595**	**2,950,183**	**3,135,399**	**3,045,399**

Water Operations

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

2012-13 Accomplishments

- Completed Consumer Confidence Report on annual basis.
- Completed monthly meter reading.
- Completed weekly distribution utility bills.
- Completed over 300 water samples.
- Coordinated and managed 2,521 backflow devices.

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

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

Strategies

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

Activities

- Prepare and distribute the Consumer Confidence Report .
- Perform water quality sampling throughout the City to ensure compliance with federal Safe Drinking Water Act, Drinking Water Rules, and Regulators. Results are reported monthly for microbiological samples and chlorine residuals. Operate and repair over 80 miles of water mains, 2,697 valves, 726 fire hydrants, and 5,767 meters, 3 reservoirs, 4 wells, and 2 pump stations that deliver water to customers at all times.
- Maintain a flushing program
- Operate a valve survey and exercise program.
- Coordinate and manage cross-connection program.
- Target water conservation measures to reduce peak water demand.
- Primary responsibility for all utility locates that relate to water, sanitary, storm and broadband.
- Conduct Water Use Surveys for commercial and industrial customers.

Performance Measures

- Will complete required sampling and State guidelines.
- Will complete maintenance/inspection of ½ of the public fire hydrants.
- Will read all water meters and bill on a monthly basis.
- Will distribute CCR to all customers by July 1st.
- Flush ½ of our distribution piping (approx.. 40 miles of pipe)
- Perform leak detection on 1/5 of our water infrastructure (piping/hydrants/service lines and meters).
- Will perform inspections to all 3 reservoirs.
- Provide meter accuracy testing of all meters 2" and larger.

Water Operations Budget

	2010-11 Actual	2011-12 Actual	2012-13 Budget	2012-13 Projected	2013-14 Proposed	2013-14 Approved
SOURCES						
Beginning fund balance	$ 4,001,022	$ 3,880,754	$ 4,084,457	$ 4,584,184	$ 4,193,405	$ 4,193,405
Revenue						
Charges for services	1,581,284	4,105,712	3,512,250	4,043,250	4,363,792	4,363,792
Infrastructure development	10,860	11,965	3,000	16,000	3,000	3,000
Fines, interest and other	(27,684)	20,408	17,000	17,000	15,000	15,000
Total revenue	1,564,460	4,138,084	3,532,250	4,076,250	4,381,792	4,381,792
Other sources						
Transfers in	64,000	25,000	-	-	-	-
Issuance of long-term debt	10,350,688	-	-	-	-	-
Total other sources	10,414,688	25,000	-	-	-	-
Total sources	**15,980,169**	**8,043,839**	**7,616,707**	**8,660,434**	**8,575,197**	**8,575,197**
USES						
Expenditures						
Personal services						
Salaries and wages	398,547	343,066	459,861	389,578	358,971	358,971
Payroll taxes	40,364	36,545	48,139	41,072	40,809	40,809
Benefits	144,108	143,282	175,915	157,770	175,995	175,995
Total personal services	583,018	522,893	683,915	588,420	575,775	575,775
Materials and services						
Professional & technical	406,230	712,607	1,244,900	1,237,400	1,280,700	1,280,700
Facility and equipment	72,639	65,025	79,388	70,272	94,000	94,000
Other purchased services	305,294	336,823	364,956	393,006	354,489	354,489
Supplies	87,748	91,257	102,140	102,140	392,000	392,000
Minor equipment	3,057	12,999	3,012	3,012	21,008	21,008
Other materials & services	237,896	240,580	260,665	234,511	277,621	277,621
Total materials & services	1,112,864	1,459,291	2,055,061	2,040,341	2,419,818	2,419,818
Capital outlay						
Infrastructure	(75,982)	(126,328)	25,000	-	25,000	25,000
Vehicles	4,741	-	-	-	10,000	10,000
Furniture and equipment	28,990	-	100,000	-	2,500	2,500
Total capital outlay	(42,251)	(126,328)	125,000	-	37,500	37,500
Debt service						
Principal	10,043,712	485,578	824,425	824,425	850,621	850,621
Interest	4,632	1,118,221	1,013,843	1,013,843	989,947	989,947
Issuance costs	346,939	-	-	-	-	-
Total debt service	10,395,284	1,603,798	1,838,268	1,838,268	1,840,568	1,840,568
Total expenditures	12,048,915	3,459,655	4,702,244	4,467,029	4,873,661	4,873,661
Other uses						
Transfers out	50,500	-	-	-	-	-
Ending Fund Balance	$ 3,880,754	$ 4,584,184	-	-	-	-
Equipment Replacement Reserve			50,000	50,000	100,000	100,000
Infrastructure Reserve			50,000	50,000	100,000	100,000
Contingency			2,814,463	4,093,405	3,501,536	3,501,536
Total uses	**15,980,169**	**8,043,839**	**7,616,707**	**8,660,434**	**8,575,197**	**8,575,197**
FTE	8.1	6.8	8.2	7.3	6.3	6.3

Sanitary Operations

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

2012-13 Accomplishments

- Cleaned 118,532 feet of sanitary main lines.
- Videoed 68,543 feet of sanitary main lines.
- Completed brushing and posting program.
- Completed annual inspections at City businesses to ensure FOG compliance.
- Provide semi-annual cleaning of sanitary sewer mainlines which are inherent to FOG from our Food Establishments.

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

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

Strategies

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

Activities

- To ensure compliance with the City of Sherwood's maintenance standards which are adopted by Clean Water Services. This work section provides all warranty video inspection of all main line construction projects (private and capital).
- Television inspection program is on a 8 year cycle and provides updated information on needed sanitary main line repairs and replacements.
- The sanitary pipe lines are on a 6 year cleaning cycle to prevent blockages that could cause overflows.
- Root cutting is performed annually to prevent blockages.
- Fat Oil and Grease Program. Provide inspections to ensure compliance with City ordinance to minimize maintenance costs.
- Promote education of the Fat, Oils and Grease program (FOG) to minimize FOG from entering our public sanitary collection system.

Performance Measures

- Will clean 78,000 feet of city's sanitary mainlines.
- Will continue to provide brushing and posting program which include annual inspections and maintenance of offsite manholes (wetlands).
- Will CCTV 39,000 feet of city's sanitary mainline system.
- Will respond to all private property sanitary overflows that we are made aware of.
- Will complete inspections at city businesses for FOG program to ensure compliance with city ordinance.

Sanitary Operations Budget

	2010-11 Actual	2011-12 Actual	2012-13 Budget	2012-13 Projected	2013-14 Proposed	2013-14 Approved
SOURCES						
Beginning fund balance *	$ 59,785	$ 108,791	$ 224,691	$ 290,722	$ 405,947	$405,947
Revenue						
Charges for services	445,463	523,271	521,850	553,600	554,000	554,000
Infrastructure development	322	254	-	3,000	1,500	1,500
Fines, interest and other	2,456	9,683	3,000	4,000	3,000	3,000
Total revenue	448,241	533,208	524,850	560,600	558,500	558,500
Other sources						
Transfers in	-	50,000	-	-	-	-
Total other sources	-	50,000	-	-	-	-
Total sources	**508,026**	**692,000**	**749,541**	**851,322**	**964,447**	**964,447**
USES						
Expenditures						
Personal services						
Salaries and wages	114,320	108,942	132,704	132,107	149,594	149,594
Payroll taxes	12,543	13,488	16,957	15,136	18,754	18,754
Benefits	37,157	42,281	50,303	53,922	67,131	67,131
Total personal services	164,019	164,711	199,964	201,165	235,479	235,479
Materials and services						
Professional & technical	5,384	7,332	35,004	35,004	58,500	58,500
Facility and equipment	5,565	7,867	20,912	19,392	20,300	20,300
Other purchased services	28,421	33,305	49,745	48,748	86,893	86,893
Supplies	7,814	14,106	13,924	13,924	13,800	13,800
Minor equipment	2,826	5,089	3,900	3,900	3,850	3,850
Other materials & services	61,224	75,387	81,146	80,742	93,092	93,092
Total materials & services	111,234	143,086	204,631	201,710	276,435	276,435
Capital outlay						
Infrastructure	-	38,206	25,000	-	25,000	25,000
Vehicles	4,741	-	-	-	10,000	10,000
Furniture and equipment	10,000	-	42,500	42,500	11,700	11,700
Total capital outlay	14,741	38,206	67,500	42,500	46,700	46,700
Debt service						
Principal	41,527	54,641	-	-	-	-
Interest	3,714	635	-	-	-	-
Total debt service	45,241	55,276	-	-	-	-
Total expenditures	335,234	401,278	472,095	445,375	558,614	558,614
Other uses						
Transfers out	64,000	-	-	-	-	-
Ending Fund Balance	$108,791	$ 290,722	-	-	-	-
Equipment Replacement Reserve			85,000	85,000	130,000	130,000
Infrastructure Reserve			45,000	45,000	65,000	65,000
Contingency			147,446	275,947	210,833	210,833
Total uses	**508,026**	**692,000**	**749,541**	**851,322**	**964,447**	**964,447**
FTE	2.2	2.1	2.8	2.5	2.8	2.8

Storm Operations

The Storm Water Department manages and operates over 62 miles of pipe in the storm water collection and treatment system within the City.

2012-13 Accomplishments

- Cleaned 58,908 feet of storm water main lines.
- Cleaned 1,857 catch basins.
- Cleaned 97 water quality manholes semi-annually.
- Videoed 43,440 feet of storm sewer main lines.
- Treated 1,548 catch basins for prevention of West Nile Virus.
- Completed leaf curbside pickup for all public city streets and held 3 leaf drop dates at public works facility. Collected 818 yards of leaves and collected 60 lbs. of canned food.
- Planted 3,150 trees in compliance with Healthy Streams program.
- Completed monthly street sweeping.

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

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

Strategies

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

Activities

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

Performance Measures

- Will clean 54,000 feet of city storm mainlines.
- Will clean and inspect 1,595 sumped catch basins.
- Will clean 97 water quality manholes semi-annually.
- Will CCTV 41,000 feet of city's storm mainline.
- Will provide treatment to all 1,857 catch basins for West Nile Virus Program.
- Will provide leaf curbside pickup for all public city streets during November and will hold three 3 leaf drop dates in November and December.
- Will plant approximately 3,161 trees as required per Healthy Stream Program.
- Will complete monthly sweeping of public curbed streets.
- Provide annual inspections to owners of private water quality facilities

Storm Operations Budget

	2010-11 Actual	2011-12 Actual	2012-13 Budget	2012-13 Projected	2013-14 Proposed	2013-14 Approved
SOURCES						
Beginning fund balance	$ 380,369	$ 523,593	$ 564,404	$ 469,037	$ 423,118	$ 423,118
Revenue						
Charges for services	1,140,927	942,919	920,000	1,138,090	1,535,690	1,535,690
Infrastructure development	322	5,404	-	3,000	1,500	1,500
Fines, interest and other	1,639	4,590	4,000	2,000	2,000	2,000
Total revenue	1,142,888	952,913	924,000	1,143,090	1,539,190	1,539,190
Other sources						
Transfers in	-	60,000	-	-	-	-
Total other sources	-	60,000	-	-	-	-
Total sources	**1,523,258**	**1,536,506**	**1,488,404**	**1,612,127**	**1,962,308**	**1,962,308**
USES						
Expenditures						
Personal services						
Salaries and wages	207,518	198,821	235,517	251,737	257,202	257,202
Payroll taxes	23,619	23,127	27,902	27,942	33,176	33,176
Benefits	61,596	66,029	83,229	100,552	115,072	115,072
Total personal services	292,733	287,977	346,648	380,231	405,450	405,450
Materials and services						
Professional & technical	177,966	144,118	136,392	141,192	189,200	189,200
Facility and equipment	5,668	18,056	32,916	32,420	28,000	28,000
Other purchased services	73,601	76,974	78,679	96,129	109,091	109,091
Supplies	13,082	23,151	23,316	23,300	24,200	24,200
Minor equipment	1,072	7,929	5,052	5,052	5,600	5,600
Other materials & services	118,140	119,120	137,235	202,185	181,962	181,962
Total materials & services	389,529	389,348	413,590	500,278	538,053	538,053
Capital outlay						
Infrastructure	88,099	35,677	280,000	263,000	622,000	622,000
Vehicles	4,741	-	-	-	10,000	10,000
Furniture and equipment	7,500	-	62,500	45,500	40,000	40,000
Total capital outlay	100,340	35,677	342,500	308,500	672,000	672,000
Debt service						
Principal	141,014	343,259	104,326	-	-	-
Interest	16,048	11,208	5,115	-	-	-
Total debt service	157,063	354,467	109,441	-	-	-
Total expenditures	939,665	1,067,469	1,212,179	1,189,009	1,615,503	1,615,503
Other uses						
Transfers out	60,000	-	-	-	-	-
Ending Fund Balance	$ 523,593	$ 469,037	-	-	-	-
Equipment Replacement Reserve			90,000	90,000	135,000	135,000
Contingency			186,225	333,118	211,805	211,805
Total uses	**1,523,258**	**1,536,506**	**1,488,404**	**1,612,127**	**1,962,308**	**1,962,308**
FTE	3.9	4.2	4.4	5.0	4.9	4.9

Telecommunications

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

2012-2013 Accomplishments

- Maintained steady revenue stream
- Established relationships with three new service providers and expect new revenue from at least one of them
- Established additional redundancies within the network improving customer reliability

2013-2014 Goals, Strategies, Values and Activities

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

Strategies:

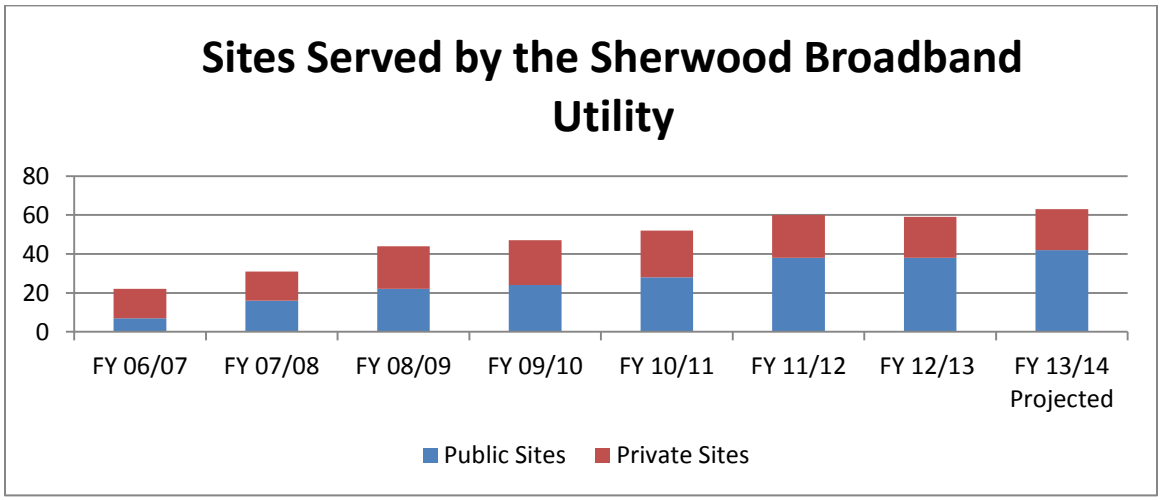
Continue to promote Sherwood Broadband to the Sherwood business community

Activities:

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

Performance Measures

- The number of new customers added each year



Telecommunications Budget

	2010-11 Actual	2011-12 Actual	2012-13 Budget	2012-13 Projected	2013-14 Proposed	2013-14 Approved
SOURCES						
Beginning fund balance	$ 56,253	$ 186,690	$ 45,505	$ 41,278	$ 6,351	$ 6,351
Revenue						
Charges for services	210,794	310,838	334,880	318,750	396,000	396,000
Fines, interest and other	479	585	8,000	260	250	250
Total revenue	211,273	311,423	342,880	319,010	396,250	396,250
Other sources						
Transfers in	25,500	-	-	-	-	-
Total other sources	25,500	-	-	-	-	-
Total sources	**293,026**	**498,114**	**388,385**	**360,288**	**402,601**	**402,601**
USES						
Expenditures						
Personal services						
Salaries and wages	13,359	6,591	21,263	16,290	27,873	27,873
Payroll taxes	1,180	563	1,897	1,453	2,470	2,470
Benefits	4,115	2,411	8,594	4,594	13,712	13,712
Total personal services	18,655	9,565	31,754	22,337	44,055	44,055
Materials and services						
Professional & technical	21,312	18,510	10,008	2,500	5,000	5,000
Facility and equipment	22,721	35,151	40,360	45,058	45,400	45,400
Other purchased services	33,577	41,490	57,247	65,140	65,288	65,288
Supplies	700	339	5,000	-	5,000	5,000
Minor equipment	1,951	13,389	15,000	15,000	15,000	15,000
Other materials & services	7,420	4,156	13,757	8,902	19,824	19,824
Total materials & services	87,681	113,035	141,372	136,600	155,512	155,512
Capital outlay						
Furniture and equipment	-	18,940	45,000	45,000	-	-
Total capital outlay	-	18,940	45,000	45,000	-	-
Debt service						
Principal	-	315,296	135,170	146,888	146,000	146,000
Interest	-	-	14,830	3,112	4,000	4,000
Total debt service	-	315,296	150,000	150,000	150,000	150,000
Total expenditures	106,335	456,836	368,126	353,937	349,567	349,567
Other uses						
Ending Fund Balance	186,690	41,278	-	-		
Contingency			20,259	6,351	53,034	53,034
Total uses	**293,026**	**498,114**	**388,385**	**360,288**	**402,601**	**402,601**
FTE	0.2	0.3	0.3	0.3	0.4	0.4

FY12-13 Water Capital Projects

2012-13 Accomplishments

- Continued discussions at regional level.
- Completed seismic upgrade of Sunset Reservoir #1.
- Completed design and bid of Segment 3 and partnership with the City of Wilsonville.
- Completed Segment 3 construction IGA with City of Wilsonville.

Long Term Water Supply: this project entails the planning, design, and construction for the improvements needed to secure a long term water source for the City. The majority of the project has been completed. Projects budgeted for in Fiscal Year 13-14 are as follows.

Pipeline Segment 3 Construction: This is the last link in the 48 inch pipeline that will carry water from the Wilsonville treatment plant to Sherwood. The City has contracted with Wilsonville for the design and construction of this segment and it is anticipated to be completed in FY13-14.Wilsonville will reimburse the City for half of the cost of construction upon completion.

Water Master Plan Update: The last water plan update was completed in August 2005. Completing this update will allow us to perform a comprehensive analysis of the City's water distribution system to identify system deficiencies to determine future water distribution system supply requirements and to recommend water system facility improvements that correct the existing deficiencies and to provide for future system expansions.

Water Capital Budget

	2010-11 Actual	2011-12 Actual	2012-13 Budget	2012-13 Projected	2013-14 Proposed	2013-14 Approved
SOURCES						
Beginning fund balance	$ 3,770,360	$ 5,632,150	$ 3,999,841	$ 4,092,209	$ 1,301,924	$ 1,301,924
Revenue						
Intergovernmental	45,000	-	-	-	2,000,000	2,000,000
Charges for services	2,000,000	-	350,000	350,000	-	-
Infrastructure development	182,977	77,554	479,318	494,318	160,000	160,000
Fines, interest and other	70,777	24,021	122	22,000	15,000	15,000
Total revenue	2,298,754	101,574	829,440	866,318	2,175,000	2,175,000
Other sources						
Issuance of long-term debt	7,251,192	-	-	-	-	-
Total other sources	7,251,192	-	-	-	-	-
Total sources	**13,320,306**	**5,733,724**	**4,829,281**	**4,958,527**	**3,476,924**	**3,476,924**
USES						
Expenditures						
Personal services						
Salaries and wages	28,173	20,118	21,402	9,275	11,517	11,517
Payroll taxes	2,267	1,622	1,866	787	1,001	1,001
Benefits	9,914	8,167	7,991	3,758	5,159	5,159
Total personal services	40,353	29,907	31,259	13,820	17,677	17,677
Materials and services						
Professional & technical	4,144,918	570,126	-	9,000	-	-
Other purchased services	226	641	192	48	48	48
Supplies	119	1,228	-	-	-	-
Minor equipment	765	-	-	-	-	-
Other materials & services	17,062	13,885	12,440	5,508	6,988	6,988
Total materials & services	4,163,090	585,880	12,632	14,556	7,036	7,036
Capital outlay						
Infrastructure	580,786	845,728	4,285,836	3,578,227	595,531	595,531
Total capital outlay	580,786	845,728	4,285,836	3,578,227	595,531	595,531
Debt service						
Principal	211,079	-	-	-	-	-
Interest	296,818	-	-	-	-	-
Total debt service	507,897	-	-	-	-	-
Total expenditures	5,292,127	1,461,515	4,329,727	3,606,603	620,244	620,244
Other uses						
Transfers out	2,396,030	180,000	-	50,000	-	-
Ending Fund Balance	$ 5,632,150	$ 4,092,209	-	-	-	-
Contingency			499,554	1,301,924	2,856,680	2,856,680
Total uses	**13,320,306**	**5,733,724**	**4,829,281**	**4,958,527**	**3,476,924**	**3,476,924**
FTE	0.4	0.3	0.3	0.1	0.2	0.2

FY13-14 Sanitary Capital Projects

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

Sanitary Capital Budget

	2010-11 Actual	2011-12 Actual	2012-13 Budget	2012-13 Projected	2013-14 Proposed	2013-14 Approved
SOURCES						
Beginning fund balance	$ 3,737,692	$ 3,942,461	$ 3,133,780	$ 3,089,200	$ 3,001,403	$ 3,001,403
Revenue						
Intergovernmental	936,173	338,821	491,966	-	528,457	528,457
Charges for services	230	-	-	-	-	-
Infrastructure development	8,125	5,766	6,786	8,000	40,500	40,500
Fines, interest and other	15,534	12,219	6,450	6,898	6,848	6,848
Total revenue	960,062	356,806	505,202	14,898	575,805	575,805
Other sources						
Total sources	**4,697,754**	**4,299,267**	**3,638,982**	**3,104,098**	**3,577,208**	**3,577,208**
USES						
Expenditures						
Personal services						
Salaries and wages	64,557	55,594	60,492	19,986	40,466	40,466
Payroll taxes	5,293	4,548	5,767	1,690	3,943	3,943
Benefits	22,009	17,760	24,653	8,807	19,466	19,466
Total personal services	91,859	77,902	90,912	30,483	63,875	63,875
Materials and services						
Professional & technical	457,224	30,796	-	-	-	-
Facility and equipment	55	-	-	-	-	-
Other purchased services	4,589	118	180	7	46	46
Supplies	77	-	-	-	-	-
Other materials & services	90,810	58,427	52,530	30,358	54,151	54,151
Total materials & services	552,755	89,342	52,710	30,365	54,197	54,197
Capital outlay						
Land	5,000	11,975	-	-	-	-
Infrastructure	-	831,742	1,086,295	41,847	1,103,071	1,103,071
Total capital outlay	5,000	843,717	1,086,295	41,847	1,103,071	1,103,071
Debt service						
Total debt service	-	-	-	-	-	-
Total expenditures	649,613	1,010,961	1,229,917	102,695	1,221,143	1,221,143
Other uses						
Transfers out	105,680	199,105	-	-	-	-
Ending Fund Balance	$ 3,942,461	$ 3,089,200	-	-	-	-
Contingency			2,409,065	3,001,403	2,356,065	2,356,065
Total uses	**4,697,754**	**4,299,267**	**3,638,982**	**3,104,098**	**3,577,208**	**3,577,208**
FTE	1.2	1.0	0.9	0.3	0.6	0.6

FY13-14 Storm Capital Projects

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

	2010-11 Actual	2011-12 Actual	2012-13 Budget	2012-13 Projected	2013-14 Proposed	2013-14 Approved
SOURCES						
Beginning fund balance	$ 248,048	$ 560,265	$ 719,777	$ 816,827	$ 1,134,277	$ 1,134,277
Revenue						
Charges for services	200,000	475,647	400,000	400,000	-	-
Infrastructure development	66,067	7,943	162,514	23,000	32,000	32,000
Fines, interest and other	63,839	3,147	3,900	4,907	6,814	6,814
Total revenue	329,907	486,737	566,414	427,907	38,814	38,814
Other sources						
Transfers in	-	256,678	40,000	93,322	-	-
Total other sources	-	256,678	40,000	93,322	-	-
Total sources	**577,955**	**1,303,680**	**1,326,191**	**1,338,056**	**1,173,091**	**1,173,091**
USES						
Expenditures						
Personal services						
Salaries and wages	2,381	2,507	10,000	2,908	43,673	43,673
Payroll taxes	189	207	-	246	4,262	4,262
Benefits	1,082	912	-	930	18,720	18,720
Total personal services	3,652	3,626	10,000	4,084	66,655	66,655
Materials and services						
Professional & technical	11,916	6,131	30,000	-	-	-
Facility and equipment	-	5,424	-	-	-	-
Other purchased services	202	68	-	7	46	46
Other materials & services	1,921	2,826	-	3,904	55,250	55,250
Total materials & services	14,038	14,449	30,000	3,911	55,296	55,296
Capital outlay						
Land	-	239,912	-	-	-	-
Infrastructure	-	(1,134)	-	85,784	628,049	628,049
Total capital outlay	-	238,779	-	85,784	628,049	628,049
Debt service						
Total debt service	-	-	-	-	-	-
Total expenditures	17,690	256,853	40,000	93,779	750,000	750,000
Other uses						
Transfers out	-	230,000	-	110,000	-	-
Ending Fund Balance	$ 560,265	$ 816,827	-	-	-	-
Contingency			1,286,191	1,134,277	423,091	423,091
Total uses	**577,955**	**1,303,680**	**1,326,191**	**1,338,056**	**1,173,091**	**1,173,091**
FTE	0.04	0.04	-	0.04	0.61	0.61

Personnel FTE Comparison to Prior Year

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Projected	2013-14 Budget
Administration	14.0	15.5	17.3	16.7	16.42
Community Development	10.2	9.6	8.6	10.2	9.02
Public Safety	24.6	24.8	25.4	24.8	25.29
Community Services	13.3	13.3	13.2	13.8	13.19
Public Works Operations	9.2	10.3	9.8	11.6	12.86
General Fund Total	71.3	73.6	74.2	77.1	76.78
Water Operations	9.1	8.1	6.8	7.3	6.28
Water Capital	0.7	0.4	0.3	0.1	0.15
Water Fund Total	9.8	8.5	7.1	7.4	6.43
Sanitary Operations	1.9	2.2	2.1	2.5	2.79
Sanitary Capital	1.3	1.2	1.0	0.3	0.61
Sanitary Fund Total	3.3	3.3	3.1	2.9	3.40
Storm Operations	3.1	3.9	4.2	5.0	4.87
Storm Capital	0.2	0.04	0.04	0.04	0.61
Storm Fund Total	3.3	4.0	4.2	5.0	5.48
Street Operations	2.9	3.0	4.0	4.1	3.89
Street Capital	0.9	2.2	1.9	1.3	0.01
General Construction	0.6	0.4	-	0.6	0.43
Telecom	0.2	0.2	0.3	0.3	0.35
URA Operations	1.1	1.0	0.8	0.8	0.54
URA Capital	0.4	0.2	0.5	1.1	1.24
Total	94	96	96	101	99

Changes to personnel for FY 2013-14

Community Development	(1)
Public Works	(1)
	(2)

Management/Supervisory/Confidential (Effective July 1, 2013)

Position	Group Range	Minimum Hourly	Maximum Hourly	Minimum Monthly	Maximum Monthly
Admin Asst III - Confidential	A1	19.19	24.57	3,326	4,258
Payroll Tech	A2	21.11	27.02	3,659	4,684
Program/Project Supervisor II	B	23.22	29.72	4,025	5,152
PW Operations Supervisor Supervising Librarian Recreation Supervisor Program Analyst Program Project Manager I	C	25.53	32.68	4,425	5,664
Accounting Supervisor PW Operations Supervisor II Engineering Associate II System Administrator Senior IT Analyst	D	27.84	35.63	4,825	6.177
Civil Engineer Police Sgt (non-exempt) Planning Manager Utility Manager Senior Network Engineer	E	30.35	38.85	5,260	6,733
Building Official Library Manager	F	32.77	41.95	5,680	7,271
Police Captain	G	35.39	45.30	6,134	7,852
City Engineer Community Services Director	H	37.86	48.47	6,563	8,401
IT Director Community Develop Director Finance Director Public Works Director	I	40.52	51.87	7,023	8,991
Police Chief Assistant City Manager	J	43.35	55.5	7,515	9,619
City Manager City Recorder Municipal Judge	Contract Employees				

AFSCME Represented (Effective July 1, 2013)

Position	Group Range	Minimum Hourly	Maximum Hourly	Minimum Monthly	Maximum Monthly
Library Page 1 Recreational Assistant	1	11.09	14.19	1,922	2,460
Currently there are no positions in this group.	2	12.97	16.6	2,248	2,878
Library Asst. I Recreation Specialist	3	14.92	19.10	2,586	3,311
Admin Asst II Library Asst II Maintenance Worker I	4	16.85	21.58	2,921	3,740
Maintenance Worker II Billing Tech	5	18.71	23.95	3,243	4,151
Finance Tech Code Compliance/Evidence Tech Department/Program Coordinator Maintenance Worker III Permit Specialist Public Works Tech Mechanic Events & Volunteer Coordinator Engineering Tech II	6	20.58	26.34	3,567	4,566
Librarian Maintenance Worker Lead Accountant Court Administrator	7	22.43	28.71	3,887	4,976
Currently there are no positions in this group.	8	24.45	31.29	4,238	5,424
Currently there are no positions in this group.	9	26.41	33.80	4,577	5,859
Senior Planner	10	28.26	36.17	4,898	6,270

SPOA Represented (Effective July 1, 2013)

Position	Group Range	Minimum Hourly	Maximum Hourly	Minimum Monthly	Maximum Monthly
Police Officer	1	2505	32.07	4,342	5,559

Description of Long-Term Debt

All debt with repayment terms in excess of one year is shown on the following schedule. The City does not intend to issue any new debt in FY13-14.

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

Debt Service Expenditures to Maturity

		General Obligation Bonds	
	Total Debt to Outside Parties	**2004 A&B Refunding**	**2011 Police Facility Refunding**
Original Amount	$ 63,695,000	$ 6,045,000	$ 2,305,000
Balance at 6/30/13	53,904,817	2,810,000	2,105,000
Payment Source		Property taxes	
Paying Fund		Debt Service	
Year Ending June 30			
2014	5,153,323	621,419	270,550
2015	5,155,415	623,194	271,200
2016	5,162,743	628,594	270,625
2017	5,149,803	622,500	268,800
2018	4,349,514	-	271,750
2019	4,344,113	-	269,475
2020	4,345,973	-	270,700
2021	4,353,182	-	270,300
2022	3,959,455	-	-
2023	3,917,375	-	-
2024	3,914,695	-	-
2025	3,520,384	-	-
2026	3,527,741	-	-
2027	3,526,550	-	-
2028	3,044,654	-	-
2029	3,038,883	-	-
2030	3,041,088	-	-
2031	2,056,839	-	-
2032	1,627,000	-	-
2033	1,628,750	-	-
2034	978,500	-	-
2035	981,250	-	-
2036	981,750	-	-
2037	-	-	-
	$ 77,758,977	$ 2,495,707	$ 2,163,400

Debt Service Expenditures to Maturity

	City Loans					
	2001 YMCA		2008 SDW Water Reservoir	2009 SDW Water Pipeline	2011 Bonds for Water	Total City Debt Exclusive of URA
Original Amount	$ 1,461,740	$ 508,260	$ 6,000,000	$6,000,000	$ 14,165,000	$ 36,485,000
Balance at 6/30/13	608,440	211,560	5,570,349	5,790,511	14,165,000	$ 31,260,860
Payment Source	Rent of Building	Parks SDC's	Water Rates	Water Rates	Water Rates	
Paying Fund	General	General Construction	Water	Water	Water	
Year Ending June 30						
2014	138,347	48,104	424,079	434,870	981,619	2,918,988
2015	139,580	48,533	424,079	434,870	978,719	2,920,175
2016	136,714	47,537	424,079	434,870	980,719	2,923,138
2017	137,033	47,647	424,079	434,870	977,519	2,912,448
2018	-	-	424,079	434,870	980,069	2,110,768
2019	-	-	424,079	434,870	977,169	2,105,593
2020	-	-	424,079	434,870	979,569	2,109,218
2021	-	-	424,079	434,870	981,169	2,110,418
2022	-	-	424,079	434,870	981,969	1,840,918
2023	-	-	424,079	434,870	981,969	1,840,918
2024	-	-	424,079	434,870	980,719	1,839,668
2025	-	-	424,079	434,870	978,719	1,837,668
2026	-	-	424,079	434,870	980,919	1,839,868
2027	-	-	424,079	434,870	981,375	1,840,324
2028	-	-	424,079	434,870	980,025	1,838,974
2029	-	-	424,079	434,870	976,806	1,835,755
2030	-	-	424,079	434,870	977,494	1,836,443
2031	-	-	-	425,845	980,994	1,406,839
2032	-	-	-	-	977,000	977,000
2033	-	-	-	-	978,750	978,750
2034	-	-	-	-	978,500	978,500
2035	-	-	-	-	981,250	981,250
2036	-	-	-	-	981,750	981,750
2037	-	-	-	-	-	-
	$ 551,673	$ 191,822	$ 7,209,343	$7,818,635	$ 22,534,788	$ 42,965,368

Debt Service Expenditures to Maturity

City Loans for Sherwood Urban Renewal Agency Projects

	2006 Downtown Streets	2010 Streets & Cannery	2010 Cannery	2012 City Hall/Street Refinancing	Total Debt on behalf of URA
Original Amount	$ 6,400,000	$ 7,065,000	$ 8,500,000	$ 5,245,000	$ 27,210,000
Balance at 6/30/13	5,285,069	6,595,000	5,898,888	4,865,000	22,643,957
Payment Source					
Paying Fund					
Year Ending June 30					
2014	481,619	551,360	650,000	551,356	2,234,335
2015	482,619	553,865	650,000	548,756	2,235,240
2016	483,219	555,605	650,000	550,781	2,239,605
2017	483,419	551,580	650,000	552,356	2,237,355
2018	483,220	552,045	650,000	553,481	2,238,746
2019	482,619	551,745	650,000	554,156	2,238,520
2020	481,619	555,680	650,000	549,456	2,236,755
2021	484,863	553,595	650,000	554,306	2,242,764
2022	482,263	555,768	650,000	430,506	2,118,537
2023	484,088	553,563	650,000	388,806	2,076,457
2024	485,276	550,660	650,000	389,091	2,075,027
2025	480,656	552,060	650,000	-	1,682,716
2026	485,343	552,530	650,000	-	1,687,873
2027	484,156	552,070	650,000	-	1,686,226
2028	-	555,680	650,000	-	1,205,680
2029	-	553,128	650,000	-	1,203,128
2030	-	554,645	650,000	-	1,204,645
2031	-	-	650,000	-	650,000
2032	-	-	650,000	-	650,000
2033	-	-	650,000	-	650,000
2034	-	-	-	-	-
2035	-	-	-	-	-
2036	-	-	-	-	-
2037	-	-	-	-	-
	$ 6,764,979	$ 9,405,579	$ 13,000,000	$ 5,623,051	$ 29,170,558

Debt Margin

Total assessed value on January 1 2013:		$ 1,546,354,883
Debt limitation: 3% of total assessed value		46,390,646
Debt outstanding at July 30, 2013:		
General obligation bonds outstanding	$ 4,180,000	
Less amount avaialble for repayment of general obligation bonds	(47,484)	
Net debt outstanding that is subject to limitation		4,132,516
Amount of general obligation bonds that could be issued		42,258,130

Transfers

Transfer From:	Transfer To:
Fund	General Construction
1 General Fund	50,000
2 Street Capital	155,000
Total	$ 205,000

Purpose:

1 Transfer funds from the General Fund to General Construction for furture turf replacement.

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

City of Sherwood Budget Process

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Budget Calendar

Event	Lead Person/Group	Date
Proposed budget to the Budget Committee	Budget Officer	April 5
1st Budget Committee meeting with public comment	Budget Committee	April 22
2nd Budget Committee meeting and budget approval	Budget Committee	April 29
Approved budget delivered to the City Council	Budget Officer	May 27
Public hearing and adoption of the approved budget	City Council	June 4
Adopted budget available	Budget Officer	July 1

Budget Changes after Adoption

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

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

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

Measurement Focus and Basis of Accounting

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

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

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

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

2012-13 Budget and 2012-13 Projected

As required by Oregon budget law, the 2012-13 budget columns shows the adopted budget after changes made by the City Council during the year. The 2012-13 projected columns show the latest forecast of activity through June 30, 2013.

Fund Balance and Contingency

Fund balance represents available spendable resources, at the beginning or end of the fiscal year. Oregon budget law provides that the difference between sources and uses for the year be budgeted as un-appropriated ending fund balance or contingency. The City budgets all excesses as contingency. If it is not appropriated during the year, contingency will be the amount of ending fund balance at June 30.

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

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

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

Responsibilities

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

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

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

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

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

Policy I. Funds

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

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

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

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

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

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

Policy II Budgeting

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

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

3. The City of Sherwood budget process shall:

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

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

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

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

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

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

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

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

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

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

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

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

Policy III Revenue

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

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

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

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

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

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

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

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

Policy IV Expenditures

Controls

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

Specific Expenditures

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

Policy V. Revenue Constraints and Fund Balance

Nature of Constraints

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

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

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

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

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

Other Considerations

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

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

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

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

Policy VI. Continuing Disclosure

Continuing Disclosure In General

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

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

Rule 15c2-12 Disclosures

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

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

2. Event Notices

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

City Responsibility

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

Debt

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

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

Cash and Investments

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

Capital Assets

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

Accounting Structure

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Capital Budget - The budget for capital projects, as opposed to operations.
Capital Improvement Plan (CIP) - A schedule of planned capital projects and their costs, for three or more years.

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

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

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

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

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

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

Division - An organizational unit with a distinct budget.

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

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

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

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

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

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

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

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

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

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

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

GFOA – Government Finance Officers Association.

GIS - Geographic information system, a computerized mapping program.

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

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

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

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

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

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

Mission – Defines the primary purpose of the City.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

SPOA - Sherwood Police Officers' Association union.

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

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

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

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

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

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

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

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

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

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

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

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

City of Sherwood, Oregon Urban Renewal District

22560 SW Pine Street
Sherwood, OR 97140

Approved Budget

2013-2014

Budget Committee

Board of Directors

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

Citizens

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

District Administrator	Joe Gall
Finance Director/Budget Officer	Craig Gibons

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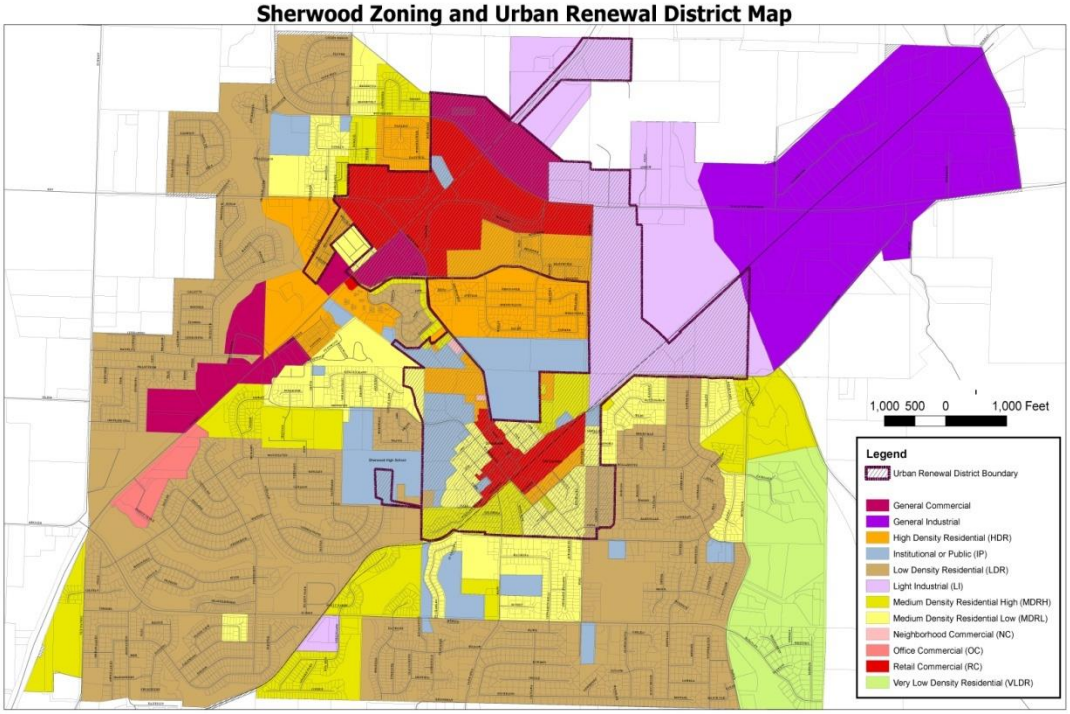
Sherwood Zoning and Urban Renewal District Map



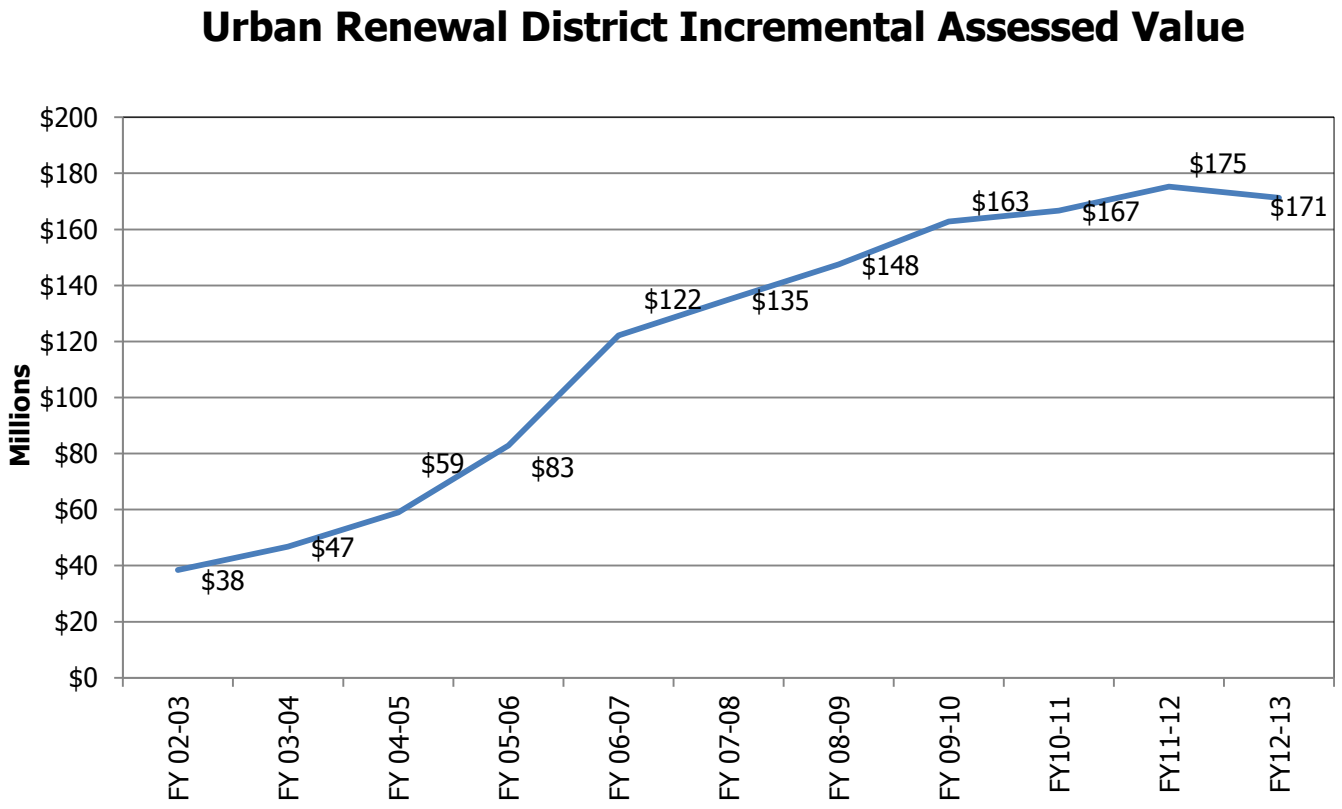
About the District

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

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

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

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



Budget Message

It is my privilege to provide you, the citizens of the City of Sherwood, with my proposed Urban Renewal Agency budget for Fiscal Year 13-14.

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

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

FY13-14 Proposed Budget

The FY13-14 Operations Fund budget is largely a status quo budget but there are some additional expenses as we maintain and prepare to divest of assets in future years. Economic development activities such as support for Old Town Sherwood and City involvement in regional economic development partnerships are budgeted to continue. Debt service payments account for the majority of the expenditures in this fund.

The FY13-14 Capital Projects Fund budget primarily includes appropriations to design and Construct the Sherwood Community Center. Funding for this project will come from tax increment revenue and loans.

This promises to be an exciting year for the Agency. Projects that have lived in the imaginations of elected officials, Old Town merchants, and Sherwood citizens for years are about to come to completion. I am looking forward to an active year of Agency progress and community achievement based on the game plan that this budget represents.

Urban Renewal Operations

2013-2014 Goals, Strategies, Values and Activities

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

Strategies:

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

Activities

- Coordinate Cannery and Community Center redevelopment
- Promote Sherwood through Business Oregon and OEDA involvement
- Promote Greater Portland Inc. efforts to promote economic development in the Portland region.
- Assist with BOOTS efforts in the implementation of the Old Town Marketing Plan
- Review existing Economic Development Strategy with SURPAC and generate activity plan
- Develop communication tool with local businesses

Performance Measures

- Complete Cannery Project Community Center construction
- Track recruitment proposals
- Place Important properties on Greater Portland Inc. website
- Increase businesses opportunities in Old Town
- Prepare and distribute economic development news on a quarterly basis

Urban Renewal Operations Budget

	2010-11 Actual	2011-12 Actual	2012-13 Budget	2012-13 Projected	2013-14 Proposed	2013-14 Approved
SOURCES						
Beginning fund balance *	$ 1,810,913	$ 2,056,165	$ 2,223,204	$ 1,857,026	$ 3,728,269	$ 3,728,269
Revenue						
Taxes	3,099,858	3,225,997	3,313,500	3,291,700	3,354,100	3,354,100
Charges for services	54,677	-	-	-	-	-
Fines, interest and other	40,049	17,857	12,000	12,000	12,000	12,000
Total revenue	3,194,584	3,243,854	3,325,500	3,303,700	3,366,100	3,366,100
Other sources						
Transfers in	2,396,030	-	-	-	-	-
Sale of fixed assets	-	-	-	533,500	160,000	160,000
Issuance of long-term debt	1,812,916	-	5,172,447	5,619,300	-	-
Total other sources	4,208,946	-	5,172,447	6,152,800	160,000	160,000
Total sources	**9,214,443**	**5,300,019**	**10,721,151**	**11,313,526**	**7,254,369**	**7,254,369**
USES						
Expenditures						
Personal services						
Salaries and wages	102,690	89,061	87,914	51,975	54,337	54,337
Payroll taxes	8,740	7,777	1,588	4,414	4,728	4,728
Benefits	29,768	21,256	7,484	18,776	20,415	20,415
Total personal services	141,197	118,094	96,986	75,165	79,480	79,480
Materials and services						
Professional & technical	153,439	58,161	108,000	82,000	63,200	63,200
Facility and equipment	6,412	10,053	10,000	4,800	14,800	14,800
Other purchased services	10,615	9,281	7,218	7,954	27,795	27,795
Supplies	66	-	-	1,300	1,000	1,000
Community activities	33,097	2,249	14,400	16,000	30,000	30,000
Minor equipment	-	-	-	1,600	-	-
Other materials & services	77,796	55,684	35,943	56,457	45,829	45,829
Total materials & services	281,426	135,428	175,561	170,111	182,624	182,624
Capital outlay						
Infrastructure	2,981,086	-	-	-	-	-
Total capital outlay	2,981,086	-	-	-	-	-
Debt service						
Principal	1,185,935	2,258,271	5,847,912	6,147,912	931,517	931,517
Interest	902,704	674,522	845,244	853,199	652,818	652,818
Issuance costs	3,700	-	129,326	106,300	-	-
Total debt service	2,092,339	2,932,794	6,822,482	7,107,411	1,584,335	1,584,335
Total expenditures	5,496,048	3,186,315	7,095,029	7,352,687	1,846,439	1,846,439
Other uses						
Transfers out	-	256,678	100,000	232,570	3,371,126	3,371,126
Ending Fund Balance	3,718,395	1,857,026	-	-	-	-
Contingency			3,526,122	3,728,269	2,036,804	2,036,804
Total uses	**9,214,443**	**5,300,019**	**10,721,151**	**11,313,526**	**7,254,369**	**7,254,369**
FTE	1.0	0.8	0.2	0.8	0.5	0.5

Urban Renewal Capital Projects

Community Center Building Development: An element of the Cannery Square project is the redevelopment of the former Machine Works building site. It will be redeveloped into retail and community center space. Funding has already been accessed through an $8.5 million loan from the State of Oregon Infrastructure Finance Authority and from tax increment revenue. The project is expected to be completed by summer of 2014.

Maintenance of the building and grounds will be performed by the Public Works department. Operations for this building are still being determined but expenses are expected to be greater than revenue. This will have a negative effect on the general fund.

Urban Renewal Capital Budget

	2010-11 Actual	2011-12 Actual	2012-13 Budget	2012-13 Projected	2013-14 Proposed	2013-14 Approved
SOURCES						
Beginning fund balance *	$ -	$1,662,230	$ 1,702,747	$3,078,268	$ 1,209,953	$1,209,953
Revenue						
Fines, interest and other	-	13,659	-	19,840	-	-
Total revenue	-	13,659	-	19,840	-	-
Other sources						
Transfers in	-	-	-	619,520	3,371,126	3,371,126
Issuance of long-term debt	-	4,085,972	5,846,672	1,245,560	2,601,112	2,601,112
Total other sources	-	4,085,972	5,846,672	1,865,080	5,972,238	5,972,238
Total sources	**-**	**5,761,861**	**7,549,419**	**4,963,188**	**7,182,191**	**7,182,191**
USES						
Expenditures						
Personal services						
Salaries and wages	-	32,101	81,942	78,066	112,304	112,304
Payroll taxes	-	2,688	7,376	6,593	10,213	10,213
Benefits	-	9,421	26,238	27,458	44,701	44,701
Total personal services	-	44,210	115,556	112,117	167,218	167,218
Materials and services						
Professional & technical	-	17,225	-	4,000	5,000	5,000
Other purchased services	-	1,537	768	634	974	974
Community activities	-	406	-	-	-	-
Other materials & services	-	24,882	55,935	73,137	99,822	99,822
Total materials & services	-	44,051	56,703	77,771	105,796	105,796
Capital outlay						
Land	-	-	250,000	231,601	-	-
Infrastructure	-	2,588,236	4,708,449	2,367,739	550,000	550,000
Buildings	-	7,097	-	755,685	5,149,224	5,149,224
Total capital outlay	-	2,595,333	4,958,449	3,355,025	5,699,224	5,699,224
Debt service						
Total debt service	-	-	-	-	-	-
Total expenditures	-	2,683,593	5,130,708	3,544,913	5,972,238	5,972,238
Other uses						
Transfers out	-	-	2,269,126	208,322	-	-
Ending Fund Balance	-	3,078,268	-	-		
Contingency			149,585	1,209,953	1,209,953	1,209,953
Total uses	**-**	**5,761,861**	**7,549,419**	**4,963,188**	**7,182,191**	**7,182,191**
FTE	0.2	0.5	0.9	1.1	1.2	1.2

Debt Service Expenditures to Maturity

City Loans for Sherwood Urban Renewal Agency Projects

	2006 Downtown Streets	2010 Streets & Cannery	2010 Cannery	2012 City Hall/Street Refinancing	Total Debt on behalf of URA
Original Amount	$ 6,400,000	$ 7,065,000	$ 8,500,000	$ 5,245,000	$ 27,210,000
Balance at 6/30/13	5,285,069	6,595,000	5,898,888	4,865,000	22,643,957
Paying Fund Year Ending June 30					
2014	481,619	551,360	-	551,356	1,584,335
2015	482,619	553,865	650,000	548,756	2,235,240
2016	483,219	555,605	650,000	550,781	2,239,605
2017	483,419	551,580	650,000	552,356	2,237,355
2018	483,220	552,045	650,000	553,481	2,238,746
2019	482,619	551,745	650,000	554,156	2,238,520
2020	481,619	555,680	650,000	549,456	2,236,755
2021	484,863	553,595	650,000	554,306	2,242,764
2022	482,263	555,768	650,000	430,506	2,118,537
2023	484,088	553,563	650,000	388,806	2,076,457
2024	485,276	550,660	650,000	389,091	2,075,027
2025	480,656	552,060	650,000	-	1,682,716
2026	485,343	552,530	650,000	-	1,687,873
2027	484,156	552,070	650,000	-	1,686,226
2028	-	555,680	650,000	-	1,205,680
2029	-	553,128	650,000	-	1,203,128
2030	-	554,645	650,000	-	1,204,645
2031	-	-	650,000	-	650,000
2032	-	-	650,000	-	650,000
2033	-	-	650,000	-	650,000
2034	-	-	650,000	-	650,000
2035	-	-	-	-	-
2036	-	-	-	-	-
2037	-	-	-	-	-
	$ 6,764,979	$ 9,405,579	$ 13,000,000	$ 5,623,051	$ 29,170,558