

Pillar 1: Economic Development			
Goals:			
Promote Strong Diverse Economic Growth Opportunities			
Build Infrastructure to Support New Commercial and Industrial Development			
Balancing the Tax Base			
Work with Metro and regional partners to bring Sherwood West land into UGB			
Bring Jobs to Sherwood that provide wages that allow people to live and work in Sherwood			
Sherwood West Planning			
Tonquin Employment Area			
Prioritization of Infrastructure Development Deliverables for Best ROI			
		Deliverable Time Frame	
		0-1 Year	2-3 Years
			3+ Years
Deliverables:			
Deliverable 1:1 Improve Development Code to Promote stronger economic development			
1:1(a) Code Audit and Stakeholder Meetings to Determine Opportunity for Improvement		X	
1:1(b) Process Amendments			X
Deliverable 1:2 Create Annexation Policies & Processes to manage our growth goals as it relates to infrastructure, school capacity, & long-term community needs		X	
Deliverable 1:3 Target Metrics for Jobs/Housing Balance		X	
Deliverable 1:4 Completion and Adoption of Sherwood West Re-Look Plan		X	
Deliverable 1:5 Decision to ask Metro to include Sherwood West into the UGB		X	X
Deliverable 1:6 Annexation Plan/Policy of Tonquin Employment Area		X	

Pillar 2: Infrastructure			
Goals:			
Build Pedestrian Connectors between Sherwood East and West			
Continue to invest in Sherwood Broadband Utility as an Important infrastructure for Sherwood and Beyond			
New Public Works Facility			
Investment in Cyber and Network Security			
Invest in Business Process Improvements			
		Deliverable Time Frame	
		0-1 Year	2-3 Years
			3+ Years
Deliverables:			
Deliverable 2:1 Improve Development Code to Promote stronger economic development		X	X
Deliverable 2:2 Sherwood 99 Pedestrian Bridge			
2:2(a) Sherwood 99 Pedestrian Bridge 100% Design		X	
2:2(b) Sherwood 99 Pedestrian Bridge Construction		X	X
Deliverable 2:3 Cedar Creek Pedestrian Tunnel			
2:3(a) Cedar Creek Pedestrian Tunnel Feasibility Study		X	
2:3(a) Cedar Creek Pedestrian Tunnel 30% Design Study		X	X
Deliverable 2:4 Complete Sherwood Broadband Fiber to the Home Build Out		X	X
Deliverable 2:5 Complete YMCA Agreement		X	
Deliverable 2:6 Purchase and/or replace antiquated software			X
Deliverable 2:7 Reconfigure existing software to adapt to current needs		X	
Deliverable 2:8 Address remote workforce needs		X	
Deliverable 2:9 Implementation Plan for Parks Master Plan		X	
Deliverable 2:10 Develop Shovel Ready Fiber Expansion Projects		X	X
			X

Pillar 3: Livability & Workability			
Goals:			
Continue to Support and Enhance Senior Services			
Trails and Walkability			
Promote and monitor diverse housing that will accommodate a wide variety of life stages and needs			
Public Art			
Mental Health and Wellness			
Investment in Community Gathering Spaces or Community Enhancements			
Investment in Parks (Acquire New Land for Parks and Expansion and Improvements of Current Parks)			
		Deliverable Time Frame	
		0-1 Year	2-3 Years
			3+ Years
Deliverables:			
Deliverable 3:1 Consider Obtaining Age Friendly City Certification		X	
Deliverable 3:2 Design Concepts for single-story flex building on lot in front of Arts Building			X
Deliverable 3:3 Design Plan for Cedar Creek Trail Amenities		X	
Deliverable 3:4 Public Art in Roundabouts (2x)		X	X
Deliverable 3:5 Build Festival Plaza		X	
Deliverable 3:6 Create Public Arts Fund to Utilize for Grants		X	X
Deliverable 3:7 Monitor Housing, Track Progress on Issues, Actively Participate, as Needed, with Legislature and Rule Making Committees			
3:7(a) Develop Annual Report on Housing		X	
3:7(a) Staff Participate in Rule Making & Monitor and Track Changes		X	
Deliverable 3:8 Employee and City volunteer recognition and appreciation programs		X	
Deliverable 3:9 Programs to encourage innovation and creative solutions and ideas		X	
Deliverable 3:10 Involve the Community and other government partners in discussions on the Importance of Community Wellness and Mental Health Awareness		X	

Pillar 4: Public Safety			
Goals:			
Public Safety Planning			
Collaborate with School District			
Promote Bike and Pedestrian Safety			
Promote Driver Safety			
		Deliverable Time Frame	
		0-1 Year	2-3 Years
			3+ Years
Deliverables:			
Deliverable 4:1 Funding Additional SRO			X
Deliverable 4:2 Enhance Visibility and Use of Police Reserve Program			X
Deliverable 4:3 Work with SSD on Safe Route to School Programs		X	
Deliverable 4:4 Programs to Recruit and Retain Officers		X	X
Deliverable 4:5 Identify and Complete Infill for Sidewalk Improvements/ADA		X	
Deliverable 4:6 Develop an Action Plan with County to Improve Safety on County Owned Roads in Sherwood and UGB		X	X
Deliverable 4:7 Charge Traffic Safety Committee to Review Speed Limits in City Limits		X	

Pillar 5: Fiscal Responsibility			
Goals:			
Pursue New Internal and External Revenue Sources			
Efficient Service Delivery			
		Deliverable Time Frame	
		0-1 Year	2-3 Years
			3+ Years
Deliverables:			
Deliverable 5:1 Pursue Federal Grants and Monies		X	
Deliverable 5:2 Pursue State Grants and Monies		X	
Deliverable 5:3 Complete Banking RFP		X	
Deliverable 5:4 Organizational Assessment and Review on Delivery of Services		X	X

Pillar 6: Citizen Engagement			
Goals:			
A Communication Plan that is Comprehensive and Strategic to Modernize City-Wide Communication			
A High Level of Customer-Centric Approach to Citizens Engaging with the City			
Diversity, Equity, Inclusion, and Accessibility			
Engaging with Youth			
Efficient Management of Meetings for All Boards and Commissions			
		Deliverable Time Frame	
		0-1 Year	2-3 Years
			3+ Years
Deliverables:			
Deliverable 6:1 Create new Website Platform and Enhance Social Media		X	
Deliverable 6:2 Evaluate billing of Broadband as it relates to customer service and workload of staff		X	X
Deliverable 6:3 Utilize modern communication tools (mobile surveys, text messaging) to solicited feedback from residents			X
Deliverable 6:4 Track, respond and analyze citizen requests through a customer relationship management system			X
Deliverable 6:5 Consider Engagement/Communication Specialist			X
Deliverable 6:6 Develop a comprehensive approach to doing surveys that enables the organization to improve both the strategy and execution		X	
Deliverable 6:7 Continue to refine our marketing materials for industry			X
Deliverable 6:8 Refine Branding			X
Deliverable 6:8 Create a City Statement on DEIA		X	
Deliverable 6:9 Review and Update hiring processes through DEIA		X	
Deliverable 6:10 Consider Youth Advisory or Similar		X	