



RESOLUTION 2015-057

ADOPTING THE FY2015-16 BUDGET OF THE CITY OF SHERWOOD, MAKING APPROPRIATIONS, IMPOSING AND CATEGORIZING TAXES, AND AUTHORIZING THE CITY MANAGER TO TAKE SUCH ACTION NECESSARY TO CARRY OUT THE ADOPTED BUDGET

WHEREAS, the Sherwood Budget Committee has reviewed and acted on the proposed City budget; and

WHEREAS, the Sherwood Budget Committee approved and recommended a balanced budget to the City Council on May 27, 2015; and

WHEREAS, in accordance with State law, the Sherwood City Council has held a public hearing on the budget as approved and recommended by the Sherwood Budget Committee; and

WHEREAS, the Sherwood Budget Committee approved the budget to be presented to the City Council for adoption; and

WHEREAS, the City Council desires to adopt the approved budget and carry out the programs identified in the budget.

NOW, THEREFORE, THE CITY OF SHERWOOD RESOLVES AS FOLLOWS:

Section 1: Adoption of the FY2015-16 Budget. The City Council of the City of Sherwood, Oregon hereby adopts the budget for FY2015-16 in the sum of \$48,046,631, now on file at City Hall.

Section 2: Making Appropriations. The amounts for the fiscal year beginning July 1, 2015 and for the purposes shown below are hereby appropriated as follows:

	<u>General</u>	<u>General Construction</u>	<u>Debt Service</u>	<u>Street Operations</u>	<u>Street Capital</u>	<u>Water</u>	<u>Sanitary</u>	<u>Storm</u>	<u>Telecom</u>
Administration	2,708,670								
Comm. Development	1,539,441								
Public Safety	3,687,830								
Community Services	1,717,367								
PW Operations	2,286,981								
Operations Department				2,209,679		3,699,719	590,431	1,263,351	310,632
Capital Department		2,283,361			485,515	265,405	443,832	866,129	
Debt Service	136,714	47,537	899,219			1,839,667			180,774
Transfers Out	143,000			18,859	650,000	20,975	22,268	22,768	
Contingency	576,847			86,200		369,159	29,815	112,903	23,532
Reserved for Future Years	<u>2,114,586</u>	<u>483,512</u>		<u>551,260</u>	<u>3,702,607</u>	<u>7,082,180</u>	<u>3,021,329</u>	<u>1,494,279</u>	<u>58,298</u>
Total	14,911,436	2,814,410	899,219	2,865,998	4,838,122	13,277,105	4,107,675	3,759,430	573,236

Total Budget for FY15-16 \$48,046,631

Section 3: Imposing and Categorizing Taxes. The City Council of the City of Sherwood hereby imposes the taxes provided for in the adopted budget at the City's permanent rate of \$3.2975 per thousand of assessed value for operations and in the amount of \$897,582 for bonded debt; and that these taxes are hereby imposed for tax year 2015-16 upon the assessed value of all taxable property within the district.

The City of Sherwood hereby categorizes the taxes as follows:

	<u>General Government</u>	<u>Excluded from Limitation</u>
General Fund	\$3.2975 per \$1,000	
Debt Service Fund		\$ 897,582

Section 4: Filing. The Budget Officer shall certify to the County Clerk and County Assessor of Washington County and the Oregon State Department of Revenue the tax levy made by this resolution and shall file with them a copy of the budget as finally adopted.

Section 5: This Resolution shall be effective upon its approval and adoption.

Duly passed by the City Council this 16th day of June 2015.


Krisanna Clark, Mayor

Attest:


Sylvia Murphy, MMC, City Recorder



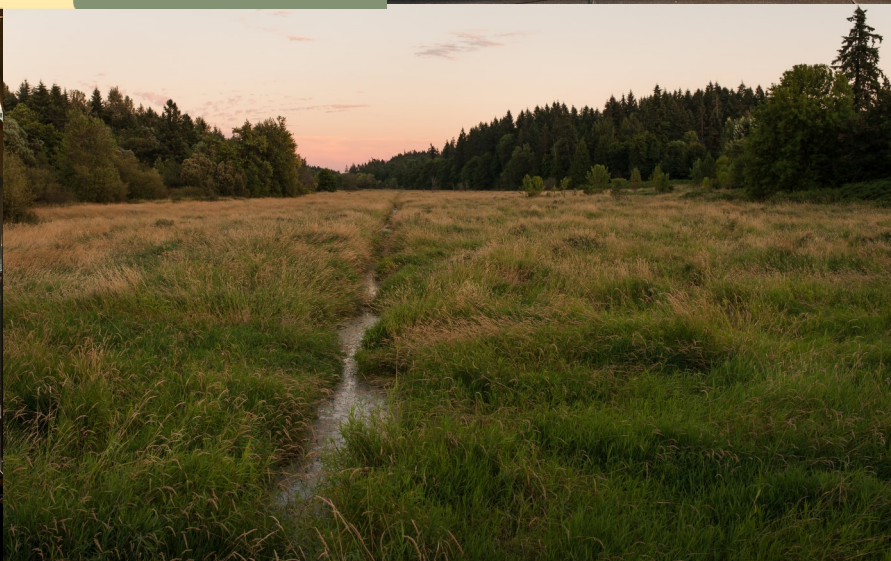
City of
Sherwood
Oregon

Home of the Tualatin River National Wildlife Refuge

2015-2016 ADOPTED BUDGET



www.sherwoodoregon.gov



City of Sherwood Annual Budget

For the Fiscal Year

July 1, 2015 - June 30, 2016



CITY COUNCIL:

Krisanna Clark, *Mayor*

Sally Robinson, *Council President*

Renee Brouse, *Council Member*

Jennifer Harris, *Council Member*

Linda Henderson, *Council Member*

Dan King, *Council Member*

Jennifer Kuiper, *Council Member*

BUDGET COMMITTEE:

Neil Shannon, *Chair*

Brian Stecher, *Vice Chair*

Susan Claus

Andy Jensen

Andrew McConnell

Meerta Meyer

Kurt Studer

CITY STAFF:

Joseph Gall, *City Manager*

Julie Blums, *Finance Director*

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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, 2014.

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

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

How to Make the Most of the Budget Document

This budget document serves to:

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

Reader's Guide

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

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

Revenues & Expenditures

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

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

Debt Service & (CIP) Capital Improvement Plan

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

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

Budget Detail

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

Appendix

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

Fiscal Year 2015-16**City Manager's Budget Message****May 13, 2015****The Honorable Mayor Krisanna Clark****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 2015-16 budget for the City of Sherwood. This proposed budget is submitted as required by Chapter 294 of the Oregon Revised Statutes and Chapter VIII, Section 33.e.6 of the Sherwood Municipal Code. As an important reminder to citizens reviewing this proposed budget, state budget law provides for three levels of review and scrutiny of this budget: the City Manager, the Budget Committee, and the City Council. At any step in this process, the reviewing body can alter the proposed budget if they believe it is in the best 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.

Budget Overview

As we continue to strongly recover from the depths of the most recent recession, the financial health of the City of Sherwood is in many cases, better off than many of our municipal neighbors in Oregon. Both commercial and residential development has experienced a strong rebound in the past two years. Revenues have come in much higher than expected; however, this quick paced high growth is not sustainable in the long term. Therefore we are continuing to evaluate the known and potential development and estimating when they might happen.

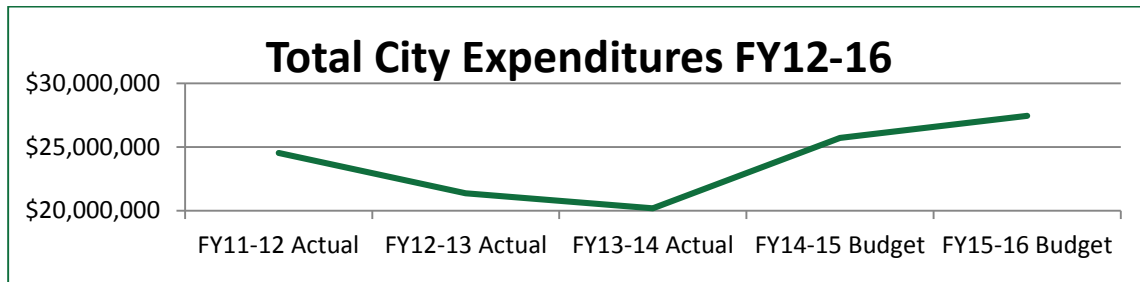
The approach I utilized in crafting this proposed budget did not significantly change from the previous year. I am again recommending the use of a portion of the General Fund ending fund balance to fund one-time expenditures that could not be accomplished in prior years due to stricter budget constraints.

The proposed budget for FY2015-16 has a combined operating and capital expenditure budget totaling \$28.3 million. This represents an increase of \$2.2 million or 8.5% from the current adopted FY2014-15 Budget.

The Personnel Services budget for FY2015-16 is \$10.8 million. This is 8.7% higher than the current FY2014-15 budget. It is important to note that Personnel Services costs make up 73% of the General Fund budget.

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 \$2.7 million, a 9% increase from the current fiscal year budget.



Strategic Goals and Strategies

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.

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

Invest in Infrastructure Maintenance – As much as this budget is for one year, it was created with the idea that our normal operational costs do not exceed our normal operational revenue. We were able to incorporate the costs for infrastructure maintenance and fund all of the maintenance items that were identified in the new long-term Parks, Facilities, and Fleet/Equipment plans for FY2015-16. That said, we are also able to put additional cash reserves away for future years in all of the Operations Funds as well as the General Fund.

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.*

Short-term Organization Factors

Within our Sherwood community, signs of a strengthening economy are evident in a variety of key areas. Development activity continues to rebound strongly. New homes are being built, especially near the Ridges school's campus in northwestern Sherwood. Commercial growth is centered near Langer Farms Parkway and Tualatin-Sherwood Road. Our community continues to receive national accolades for its strong quality of life, excellent schools, access to wonderful parks, and low crime rate.

While this was certainly a less difficult budgeting process than previous years due to our financial strength, there are some key concerns that need to be highlighted for the immediate short-term horizon.

The first is the continued sustainability of the positions in Community Development that were added in FY2014-15. Development activity continues to be stronger than projected, but there is certainly the expectation of an eventual cooling-off as pent-up demand slows and developable land within our city continues to shrink.

The second concern relates to the possible need for additional resources within the Police Department. This has been highlighted in the last several year's budget processes and the question still remains unanswered in this proposed budget. This budget proposes to add one Police Officer and funding to complete an outside staffing analysis to help City Council and Senior Management determine the proper level of police services for our growing community.

The proposed budget funds a total workforce of 112 Full Time Equivalent (FTE) positions, an increase of 5.7% from the current workforce. The following is a summary of these personnel changes:

- Addition of a Police Officer in the Police Services Division
- Addition of an Administrative Assistant in the Community Services Division
- Addition of a half time Administrative Assistant in the Administration Division (Finance Department)
- Addition of a half time Building Monitor for the new Sherwood Arts Center in the Community Services Division
- Addition of a City Attorney and a Legal Assistant/Paralegal in the Administration Division (Legal Services Department)
- Addition of a half time Mechanic in the Public Works Division
- Addition of a Parks Maintenance Worker in the Public Works Division

Total Personnel Services costs are budgeted to increase 8.7% between the current year budget and the proposed FY2015-16 budget. Key personnel services' cost increases in this proposed budget are as follows:

- Insurance costs are budgeted to increase by 13.5%. Half of this increase is due to a rate increase; the remainder is due to adding positions that will be eligible for coverage;

resulting in an overall increase of \$187,000 compared with the current fiscal year budget.

- PERS rates increased slightly for FY2015-16 and with the addition of new positions the total increase is \$134,000. This results in a small average increase from 19% of salary in FY2014-15 to 20% of salary FY FY2015-16.
- The proposed budget includes a 1.7% cost of living increase for all employees.

Long-range Financial Plan

This proposed budget continues the practice we have developed over the last five 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.

Staff has included funds in the FY2015-16 proposed budget to complete a Strategic Plan for the City. Creation of this first ever plan will provide the City with the information necessary to make strategic and sustainable decisions regarding the future of the organization.

Street Operations and Street Capital Projects Funds

During FY2013-14 the City completed a process to update the Transportation System Master Plan and a new SDC methodology will be completed in FY2015-16. Based on the outcome of the new methodology, changes to the SDC's and street fees may be required to assure adequate funding for future Street maintenance and capital projects.

General Construction Fund

This fund is used to manage capital projects related to parks, the senior center, and other city facilities. The FY2015-16 budget includes funds to update the Parks Master Plan and SDC Methodology and based on those reports, fees and SDC's may need to be changed to accommodate the needs of the community.

Water Fund

During FY2014-15, the City updated the Water Master Plan along with rates and the SDC Methodology. This process resulted in a 20 year plan for the City's water system. A water rate increase of 4% and a 20% reduction in SDC's are being proposed to City Council but are not included in this proposed budget.

Sanitary and Storm Funds

The FY2015-16 proposed budget includes funding to update both the Sanitary and Storm Master Plans as well as the rate and SDC Methodologies. Based on the findings from these reports, the rates and SDC's will be updated to support the new Master Plans.

Telecommunications Funds

This fund has become self-sustaining over the past few years. The final payment on the General Fund interfund loan will be made in FY2015-16. With the loan paid in full, the business plan will need to be updated to determine the long-term plans for this fund. Until the Business Plan is updated, operations will continue and the revenue is projected to cover expenses each year.

Priorities and Issues

This proposed budget provides funding for a number of significant projects and programs within our community that are important to highlight in this budget message including:

- With the completion of the Sherwood West Pre-Concept Plan and various infrastructure master plans, by the end of 2015, planning efforts will shift to completing a long-overdue update to the City’s Comprehensive Plan. The current Comprehensive Plan for Sherwood was approved in 1991 with a 20 to 25 year time horizon. It is critical that we develop an updated road map to ensure that our community retains the high quality of life over the next 20 to 25 year period.
- Long-discussed enhancements to our city parks including the construction of the first off-leash dog park at Snyder Park and completion of Woodhaven Park are planned to occur in FY2015-16.
- Completion of an update to the City’s financial software that will assist in both efficiency and transparency of financial management for city operations.

Fund Balance

Below is a chart showing the proposed change in fund balances for FY15-16.

	General Fund	General Construction Fund	Debt Service Fund	Street Operations Fund	Street Capital Fund	Water Fund	Sanitary Fund	Storm Fund	Telecom Fund
Change in Fund Balance									
Beginning Fund Balance	3,109,754	1,142,410	1,637	1,141,998	2,984,122	7,918,805	3,128,675	1,992,830	102,598
Increase in Fund Balance	-	-	-	-	718,485	-	-	-	-
Decrease in Fund Balance	(418,321)	(658,898)	(1,637)	(504,538)	-	(467,466)	(77,531)	(385,648)	(20,768)
Ending Fund Balance	2,691,433	483,512	-	637,460	3,702,607	7,451,339	3,051,144	1,607,182	81,830
Percent Change in Fund Balance	13%	58%	100%	44%	24%	6%	2%	19%	20%

General Fund

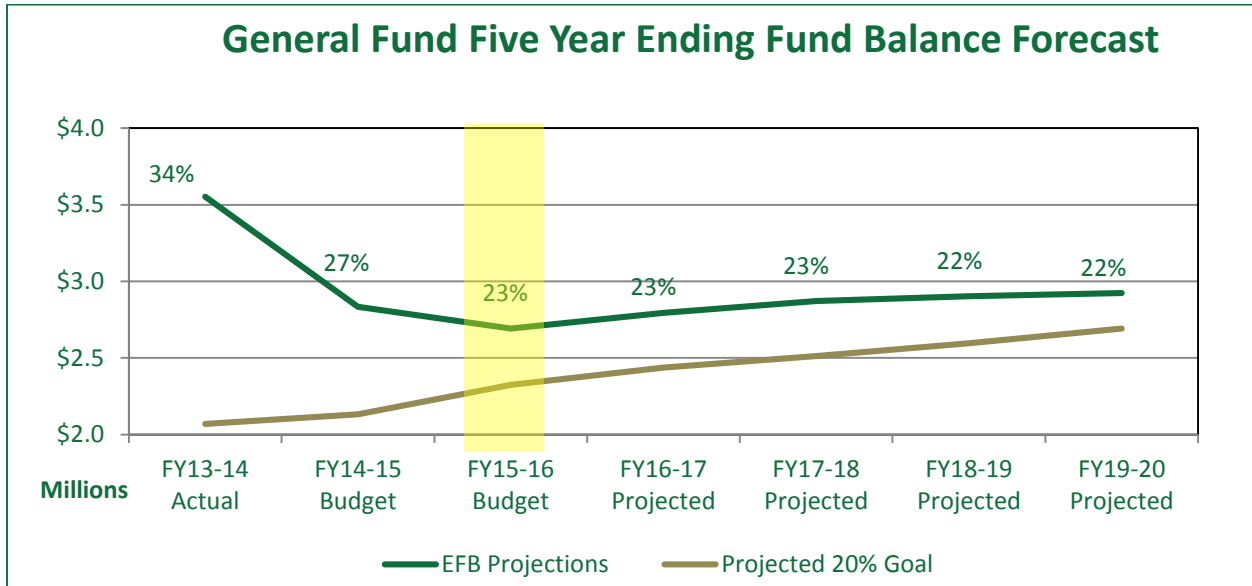
It is important to note two major aspects related to our fund balance:

- Unlike many Oregon cities during the great recession, our fund balance actually increased. In FY2014-15, City Council decided to use some of the fund balance towards one time deferred maintenance expenditures. This proposed budget again contemplates using some of the ending fund balance for one-time expenditures.
- Our financial policies require an unrestricted fund balance of at least 10% of fund revenue with a goal of 20%. Our ending fund balance is at 23% which exceeds our financial goal.

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

Operating Revenue	\$11,621,808
Operating Expense	<u>(\$11,620,959)</u>
Net Normal Operations	\$849
Less One Time Expenses Net	<u>(\$419,170)</u>
Change in Fund Balance	<u>(\$418,321)</u>

The chart below outlines the General Fund ending fund balance and the percentage of ending fund balance to revenue and the 20% goal set by City Council.



General Construction Fund

The change in fund balance in the General Construction fund is due to an increase in Park capital projects in FY2015-16. These projects include a new dog park, completion of Woodhaven Park, and replacement of the turf field at the Fieldhouse.

Debt Service Fund

The Debt Service Fund should be budgeted with an ending fund balance of zero. Each year interest is earned on the fund leaving a beginning balance for the next year. That balance is used to reduce the amount of property taxes needed to pay the annual debt service.

Street Operations Fund

Maintenance projects that had been deferred in prior years were included in the budget for both FY2014-15 and FY2015-16; this is a deliberate use of fund balance to work towards bringing the annual street maintenance program up to date.

Storm Fund

The change in fund balance for the Storm Fund is related to work on a capital construction project. The City has been saving and building up the fund balance over the past few years to accommodate the Columbia St. Regional Water Quality Facility.

Telecommunications Fund

The change in fund balance is due to the final payment of the inter-fund loan from the General Fund and for replacement of equipment that is past its useful life.

Budget in Brief

Budget in Brief				
	2014-15	2015-16		
Expenditures	Budget	Proposed	Variance	% Change
General Fund				
Administration	\$ 2,713,302	\$ 2,970,384	\$ 257,082	9.5%
Community Development	1,407,749	1,539,441	131,692	9.4%
Police Sevices	3,595,472	3,687,830	92,358	2.6%
Community Services	1,468,238	1,717,367	249,129	17.0%
Public Works	2,037,484	2,304,981	267,497	13.1%
Subtotal General Fund	11,222,245	12,220,003	997,758	9%
Debt Service Fund	894,394	899,219	4,825	0.5%
General Construction Fund	1,023,996	2,330,898	1,306,902	127.6%
Street Operations Fund	2,188,269	2,228,538	40,269	1.8%
Street Capital Fund	1,320,847	1,135,515	(185,332)	-14.0%
Subtotal General Govt. Funds	16,649,751	18,814,173	2,164,422	13.0%
Water Enterprise Fund	5,492,288	5,825,766	333,478	6.1%
Sanitary Enterprise Fund	1,155,742	1,056,531	(99,211)	-8.6%
Storm Enterprise Fund	2,395,060	2,152,248	(242,812)	-10.1%
Telecommunications Fund	426,160	491,406	65,246	15.3%
Subtotal Enterprise Funds	9,469,250	9,525,951	56,701	0.6%
Total All Funds	\$ 26,119,001	\$ 28,340,124	\$2,221,123	8.5%

Conclusion

Sherwood continues to be a financially sound organization. We rely on diverse revenue sources, and have equally diverse expenditure patterns and healthy fund balances. Our Senior Leadership and Staff do an outstanding job in handling their respective departmental budgets and expenditures and I applaud them for their efforts. Our challenge remains the same - keep our priorities balanced in the face of rising costs and uncertain revenues. This proposed budget presents a spending plan for FY2015-16 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 Julie Blums, Finance Director, and the Department Directors for their input and support.

Respectfully Submitted,

Joseph P. Gall, ICMA-CM
City Manager

History

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

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

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

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

In 1911, Sherwood's city limits were one square mile, and had a population of 350. As of 2015, the city is 4.5 square miles and has a population of 18,955.

Authority

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

Services

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

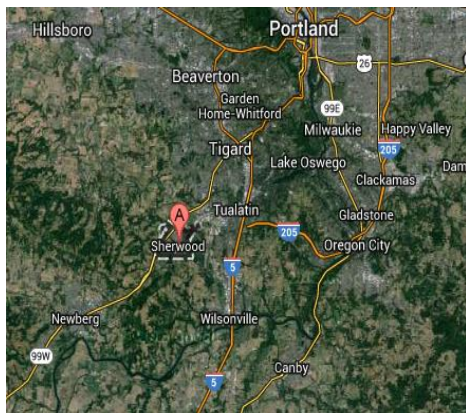
Sherwood owns and operates a water system and, jointly with the City of Wilsonville, a water treatment plant. The City also owns and operates the sanitary sewer and storm water collection facilities with treatment provided by Clean Water Services, a regional authority.

Senior services are provided by a non-profit organization, housed in the City-owned Marjorie Stewart Center. Fire protection is provided by TVF&R, a regional entity. Electricity, phone, and trash disposal are provided by private businesses. Sherwood is part of School District 88J.

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

Location

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



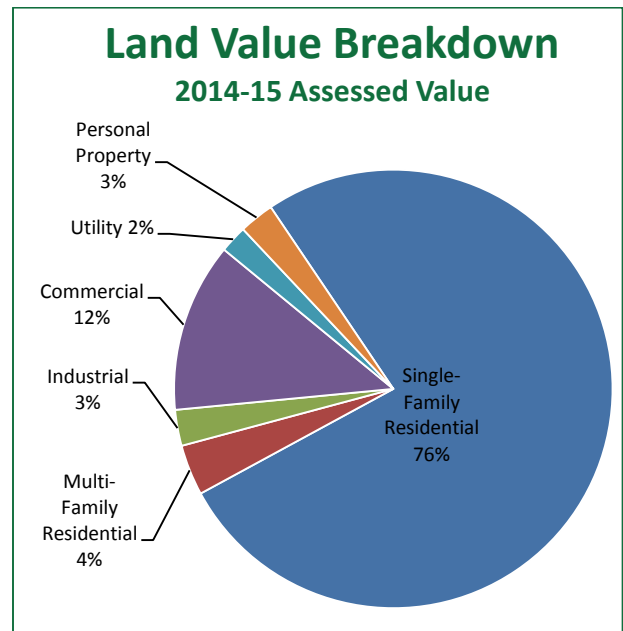
Economy

Sherwood has a diverse economy with the manufacturing sector accounting for 25% of its jobs, and 70% of employed residents commute outside of the city for work. The City has completed a concept plan for the Tonquin employment area to help remedy this imbalance.

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

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

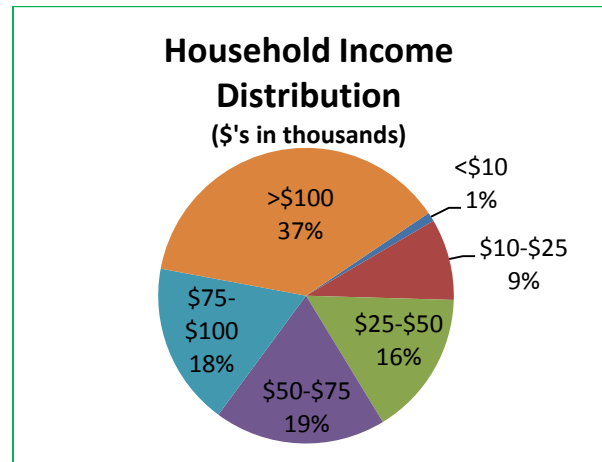
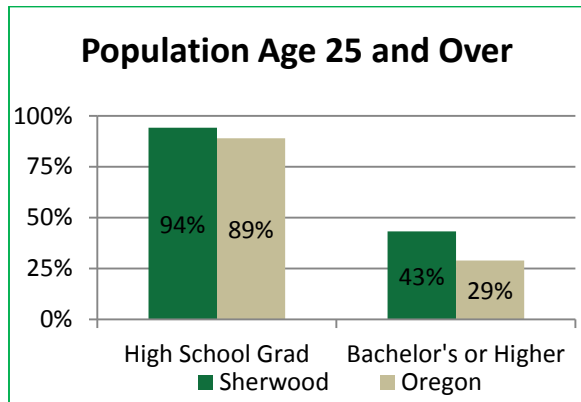
DISTANCE FROM SHERWOOD	
Destination	Miles
Cities	
Portland, OR	17
Salem, OR	36
Eugene, OR	100
Seattle, WA	190
Boise, ID	445
San Francisco, CA	625
Airports, Rail Stations	
Portland International Airport	30
Hillsboro Airport	17
Portland Union Station	18
Recreational Areas	
Oregon Coast	80
Mt. Hood Ski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



Demographics

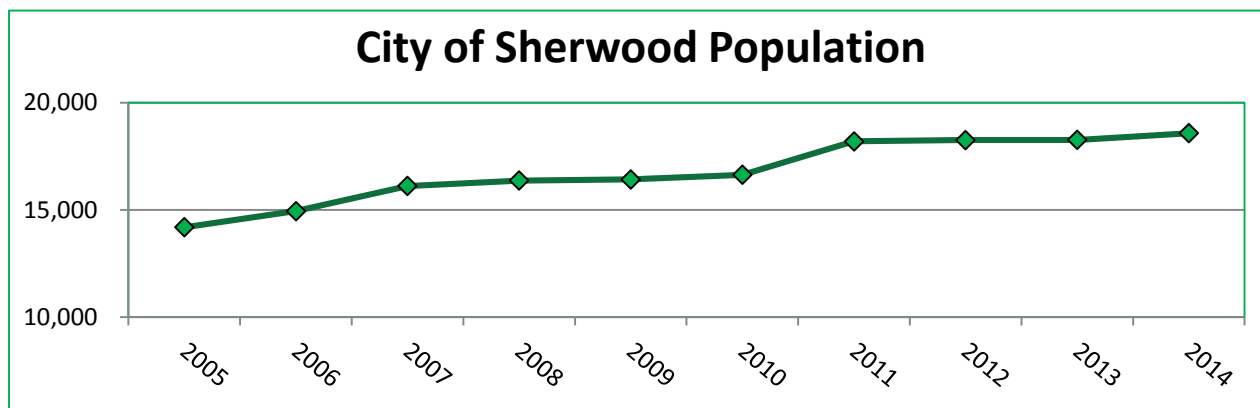
Over the last two decades, Sherwood has been one of the fastest growing communities in the State. Between 1990 and 2013, the population has grown 600%. Sherwood has an average of three people per household as compared to 2.5 in Oregon as a whole. 51.1% of Sherwood's population is female, compared to Oregon at 50.5%.

AGE DISTRIBUTION		
Age	Total	Percent
0-19	6,438	35%
20-39	4,741	26%
40-59	5,124	28%
60+	1,891	11%



86% of the homes in Sherwood are less than 25 years old. Owner-occupied homes represent 80% of the community as opposed to 66% of Oregon as a whole.

JOB TYPES HELD BY SHERWOOD CITIZENS	
Job Type	Percent
Private For-Profit	74%
Government	11%
Self-Employed	10%
Private Not-For-Profit	5%

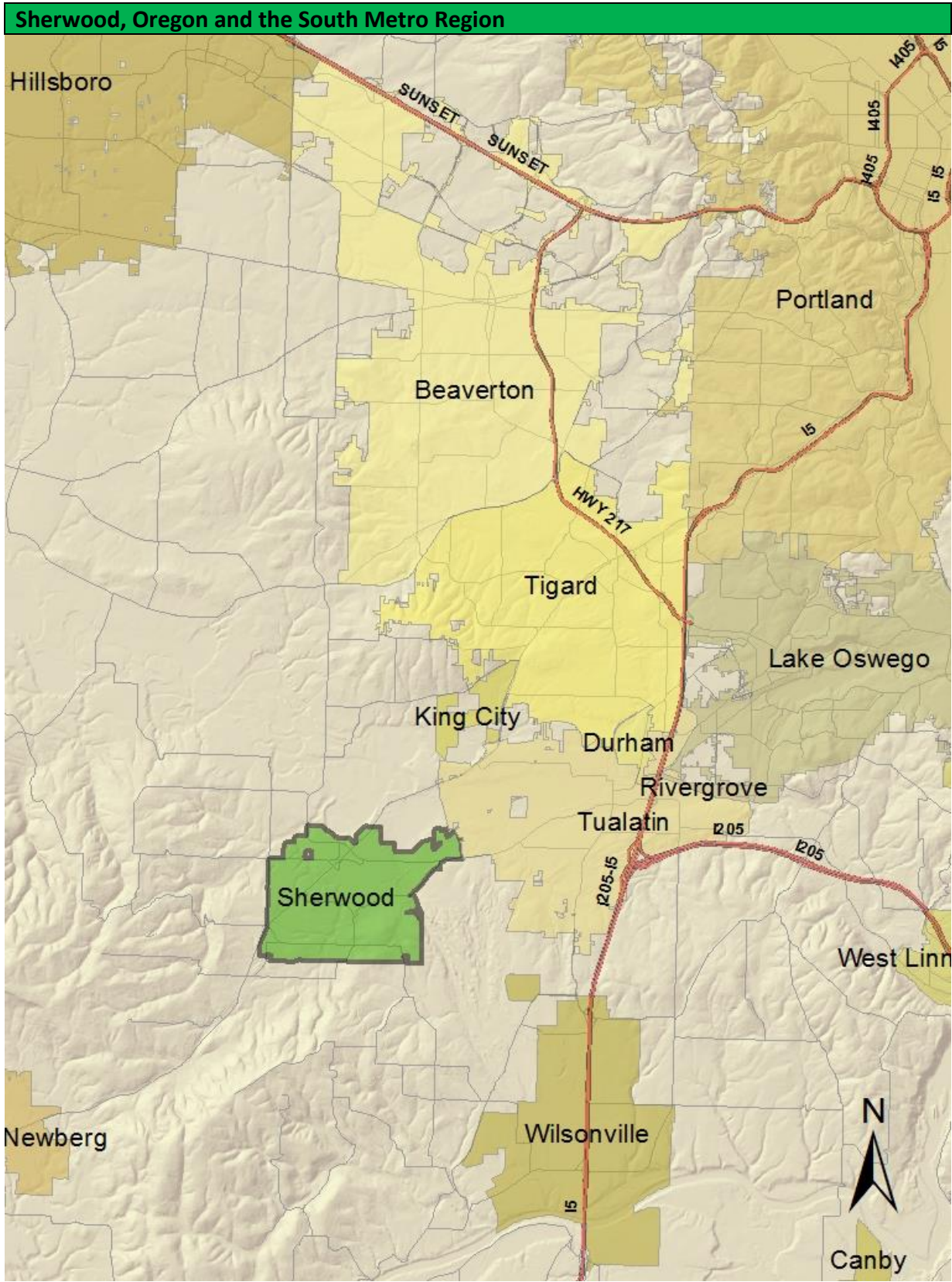


CITY OF SHERWOOD PRINCIPAL EMPLOYERS			
Employer	2015		% of Total City Employment
	Employees		
Sherwood School District	533		12%
Allied Systems Co.	300		7%
Wal-Mart Stores, Inc.	234		5%
Target	140		3%
Home Depot	122		3%
Kohl's	112		3%
Treske Precision Machining Inc.	110		3%
City of Sherwood	106		2%
Fettig Commercial Construction	90		2%
The Springs at Sherwood	75		2%
Showplace Landscape Services	75		2%

Source: 2015 Business License data provided to the City

CITY OF SHERWOOD PRINCIPAL PROPERTY TAXPAYERS TODAY AND 10 YEARS AGO						
Taxpayer	2015			2006		
	Assessed Value	Rank	% of Total City Taxable Assessed Value	Assessed Value	Rank	% of Total City Taxable Assessed Value
Portland General Electric	\$23,280,000	1	1.6%	\$8,822,000	7	0.8%
MGP X Properties LLC	19,256,520	2	1.3%	13,552,380	1	1.2%
Target Corporation	16,242,715	3	1.1%	13,080,081	2	1.2%
Bir Sunfield, LLC	16,213,470	4	1.1%	12,064,390	3	1.1%
Creekview Crossing SPE LLC	13,578,460	5	0.9%			
Allied Systems Company	11,319,760	6	0.8%	10,245,080	5	0.9%
Juniper Ridge Investments, LLC	10,904,570	7	0.7%	8,357,490	8	0.7%
Home Depot	10,055,308	8	0.7%	8,319,663	9	0.7%
FPWL Sherwood LLC	9,633,730	9	0.6%			
Comcast Corp.	9,546,700	10	0.6%			
NW Natural Gas				10,158,300	6	0.9%
BMC West Corporation				10,673,839	4	0.9%
Jeffery G/Jaynie A Wirkkala				6,498,610	10	0.6%
	<u>\$140,031,233</u>		<u>8.0%</u>	<u>\$101,771,833</u>		<u>9.0%</u>

Source: Washington County Assessor's records



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.”



A comprehensive list of positions is included in the Appendix.

Budget Process

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

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

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

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

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

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

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

Phase 2: Prepare Proposed Budget for Budget Committee

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

Appoint Budget Officer:

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

Prepare a Proposed Budget:

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

Publish Public Notices:

Upon completion of the budget a “Notice of Budget Committee Meeting” is published in a newspaper and posted prominently on the City’s website.

Budget Committee Meets:

The budget message and proposed budget document is presented to the Budget Committee for review.

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.

Phase 3: Adopt Budget and Certify Property Taxes

Publish Notice of Public Hearing:

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

Hold the Budget Hearing:

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

Adopt Budget, Make Appropriations, and Levy Taxes:

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

Phase 4: Budget Changes After Adoption

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

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

An appropriation transfer decreases an existing appropriation and increases another by the same amount. Supplemental budgets typically create new appropriations, funded by increased revenues. Supplemental budgets are used for occurrences or conditions which were not known at the time the budget was prepared. Directors and managers may amend their budgets for individual accounts without Council approval so long as appropriations at the legal level of control are not changed.

Budget Calendar

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

Basis of Budgeting

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

Basis of Auditing

The audit, as reported in the Comprehensive Annual Financial Report

(CAFR), accounts for the City’s finances on the basis of generally accepted accounting principles (GAAP). GAAP is defined as conventions, rules, and procedures necessary to describe accepted accounting practice at a particular time. The modified accrual basis of accounting, a GAAP approved method, is also used in the audit for all funds except for the Proprietary Fund types. The audit uses the full-accrual method of accounting for the Proprietary Funds. The CAFR shows all of the City’s funds on both a budgetary and GAAP basis for comparison.

Budgetary Basis of Accounting

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

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

Fund Structure and Description

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

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

General

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

Special Revenue

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

Debt Service

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

Capital Projects

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

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

Enterprise

Water Fund - Accounts for the operation and maintenance of water facilities and for major expansions of the water system. Primary source of revenue consist of charges for use of the water system and SDC's charged on new construction.

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

Storm Fund - Accounts for storm drain services and for the expansion of the storm water system. Primary sources of revenue consist of charges for services, and SDC's charged on new construction.

Telecommunications Fund – Accounts for communication services provided to customers. Services within this utility are primarily sold and managed through third-party service providers.

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

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

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

City-Wide Revenue Summary by Source

Summary of Resources by Source

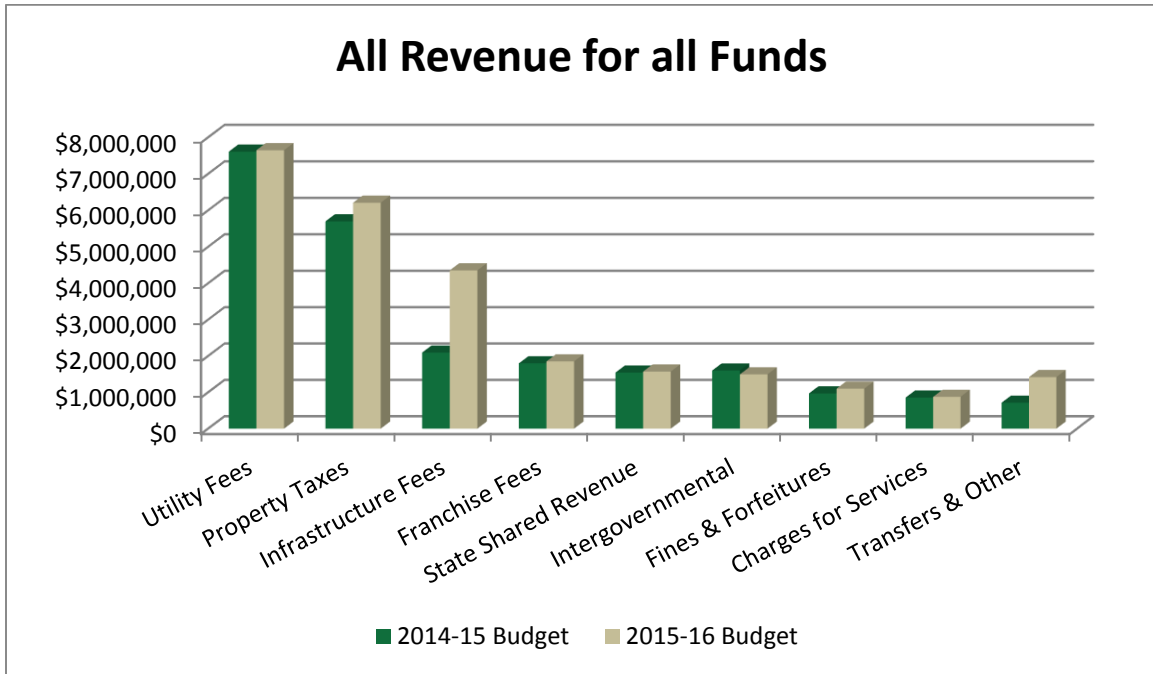
	Actual 2012-13	Actual 2013-14	Budget 2014-15	Budget 2015-16
Utility Fees	\$ 7,522,968	\$ 7,614,312	\$ 7,607,457	\$ 7,648,238
Taxes	5,231,867	5,479,058	5,697,630	6,208,282
Infrastructure Fees	1,193,238	3,772,275	2,092,920	4,355,175
Franchise Fees	1,580,367	1,592,483	1,798,000	1,851,200
State Shared Revenue	1,443,230	1,512,951	1,543,964	1,571,200
Intergovernmental	1,202,221	3,061,760	1,600,556	1,494,716
Fines and Forfeitures	861,904	1,029,052	970,500	1,100,000
Charges for services	860,178	1,142,660	855,641	875,733
Interest and Other Revenue	372,901	399,746	331,673	361,514
Transfers In	433,728	106,239	235,000	877,870
Inter fund Loan Payments	146,640	147,431	147,000	179,874
Total Current Resources	\$20,849,241	\$25,857,969	\$22,880,341	\$26,523,802
Beginning fund balance	19,836,490	18,983,499	23,030,625	21,522,829
Total Resources	\$40,685,731	\$44,841,468	\$45,910,966	\$48,046,631

Detail of Transfers between funds:

Transfer From: Fund	Transfer To:	
	General Construction	General Fund
1 General Fund	20,000	
2 General Fund	125,000	
3 Street Capital Fund	650,000	
4 Water Fund		20,975
4 Sanitary Fund		22,268
4 Storm Fund		22,768
4 Street Operations Fund		18,859
Total	\$ 795,000	\$ 84,870

Purpose:

- 1 Transfer for turf replacement at the Fieldhouse
- 2 Transfer PEG fees to Gen Const Fund
- 3 Transfer for Cedar Creek Trail Construction
- 4 Transfer to the Fleet dept for fuel and equipment replacement



All Revenue for all Funds as a Percent



Utility Fees	29%	Franchise Fees	7%	Charges for Services	4%
Property Taxes	23%	State Shared Revenue	6%	Fines & Forfeitures	3%
Infrastructure Fees	16%	Intergovernmental	6%	Transfers & Other	5%

Beginning and Ending Fund Balance

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

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

1. *Operating Contingency* is budgeted at 5% of operational revenue in the operating funds. Contingency funds can be spent once authorized by a supplemental budget or transfer appropriation.
2. *Un-appropriated* ending fund balance can only be spent in an emergency created by civil disturbance or natural disaster.
3. *Reserved for future years* are total sources less total expenses, contingency, and un-appropriated ending balance. Reserved for future years funds can only be spent if authorized by a supplemental budget.

Utility Fees

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

Property taxes

There are three types of property tax levies in Oregon. The permanent rate levy funds general city operations. The debt service levy is used for principal and interest payments on general obligation bonds approved by the voters. Local option levies are voter-approved, time-limited levies for specified purposes.

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

Assessed Value

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

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

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

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

Limits and Compression

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

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

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

Effect of the Sherwood Urban Renewal Agency

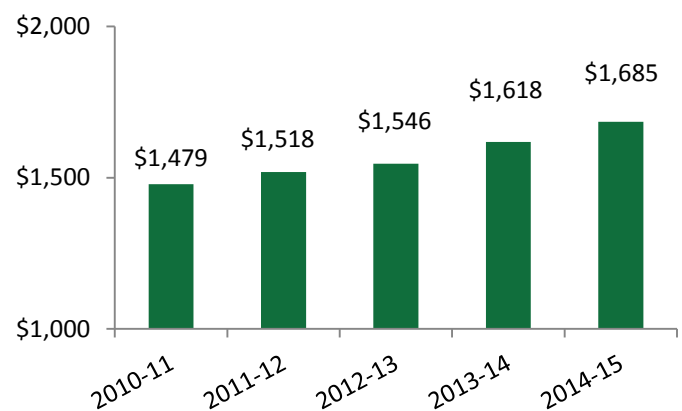
The Urban Renewal District (URD) is a geographic area within the City of Sherwood, defined in the Urban Renewal Plan. The purpose of the district is to eliminate blight and create an environment in which the private sector may develop uses consistent with the goals of the Urban Renewal Plan. The District 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's general fund receives property tax attributable to the city's assessed value less the URA incremental value.

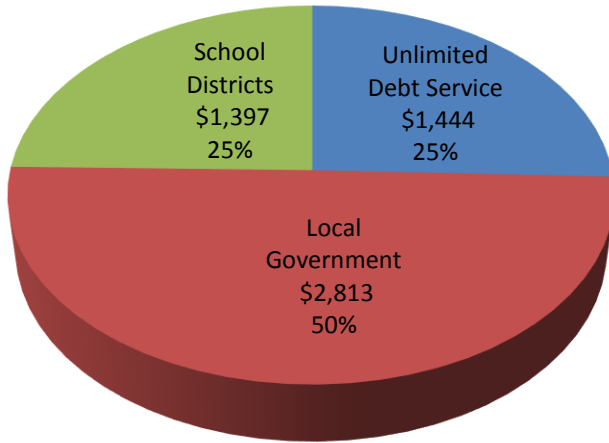
Property tax for the URA is a portion of the permanent rate levy for the city and each overlapping tax district, not an addition to it. The amount of tax for the URA is *determined* by the incremental assessed value in the Urban Renewal District, but the tax is *collected* by dividing the city's (and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

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



Average Annual Property Tax on a \$300,000 Home in Sherwood



Local Governments include:

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

School Districts include:

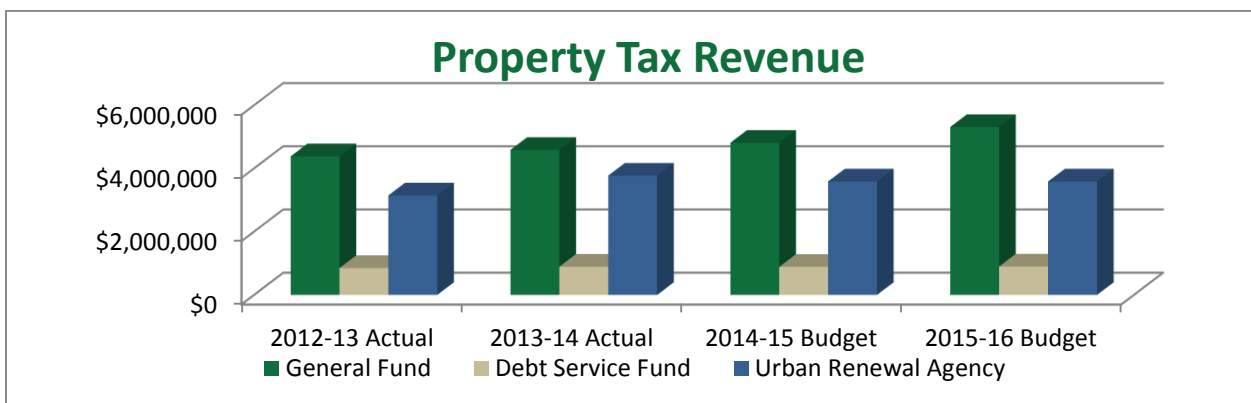
- Sherwood School District
- Portland Community College
- ESD – NW Regional

Property Tax Allocation



Property taxes represent approximately 46% of General Fund revenue.

Property Tax Revenue



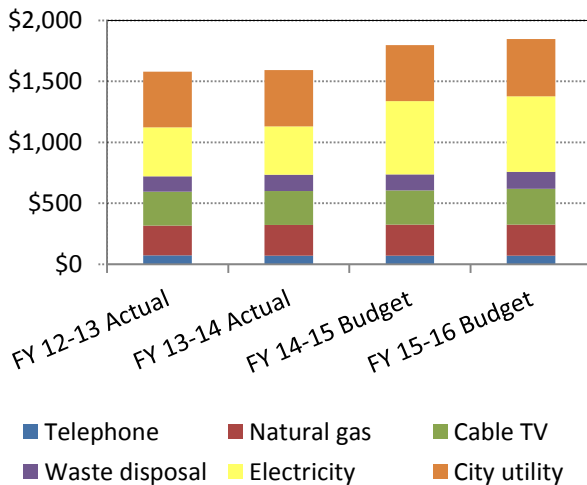
Infrastructure Development Fees

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

Franchise Fees/Privilege Taxes

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

Franchise Fees/Privilege Taxes
(shown in \$1,000's)



Fines and Forfeitures

These fines are for traffic infractions, municipal code violations, and library fines. Revenue estimates are based on the prior year actuals.

Intergovernmental Revenue

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

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

Charges for services

- Building, Planning, and Engineering permits, revenue estimates are based on projected development activity.
- Recreation fees, revenue estimates are based on the number of registered leagues.
- Advertising and sponsor fees.
- Business and liquor licenses, revenue estimates are based on prior year actuals plus an inflationary increase.

Transfers and Other Revenue

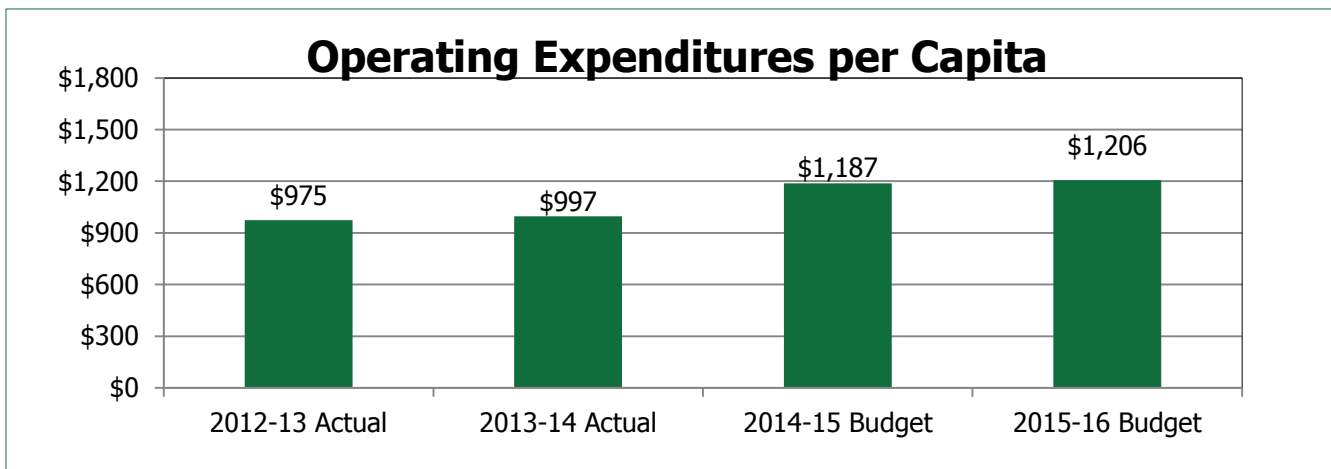
- Transfers in from other funds.
- Interest earned on bank accounts.
- Sale of fixed assets.
- Proceeds from the issuance of debt.

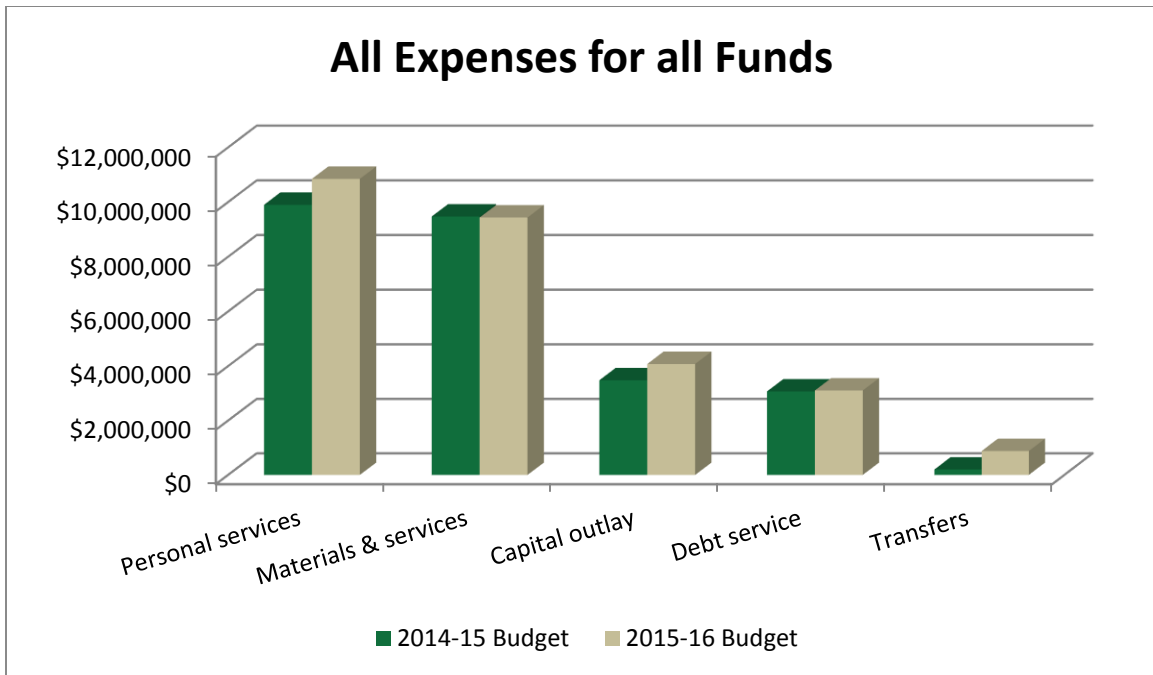
City-Wide Expenses by Category

Summary of Expenditures by Category

	Actual 2012-13	Actual 2013-14	Budget 2014-15	Budget 2015-16
Personal Services	8,554,229	9,014,929	9,899,181	10,848,261
Materials and Services	5,523,000	6,466,012	9,469,675	9,433,801
Capital Outlay	4,204,836	1,621,181	3,479,970	4,076,281
Debt Service	3,070,167	3,068,987	3,070,175	3,103,911
Transfers Out	350,000	286,225	200,000	877,870
Total Current Expenses	\$21,702,232	\$20,457,332	\$26,119,001	\$28,340,124
Ending fund balance	18,983,499	24,384,136	19,791,965	19,706,507
Total Uses	\$40,685,731	\$44,841,468	\$45,910,966	\$48,046,631

City-wide operating costs are budgeted to increase 1.6% in FY2015-16. Population increased by 380 people resulting in an increase in cost per capita for our citizens.





All Expenses for all Funds as a Percent

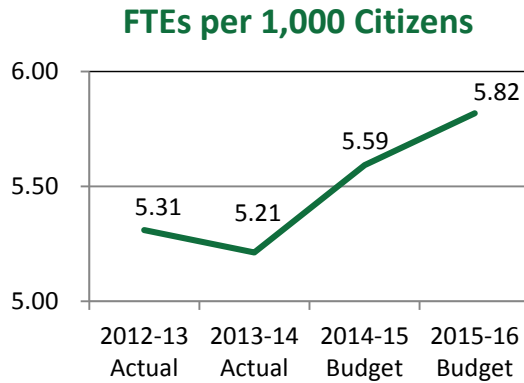


Revenue & Expenditures Overview of Major Categories of Expense

Personal Services

Full-Time Equivalent (FTE)

The following compares City staffing to population growth.



Positions added in this budget are below:

- 1 City Attorney
- 1 Legal Assistant/Paralegal
- 1 Police Officer
- 1 Community Services Admin
- .5 Finance Admin
- .5 Arts Center Building Monitors
- .5 Mechanic
- .75 Parks Maintenance Worker

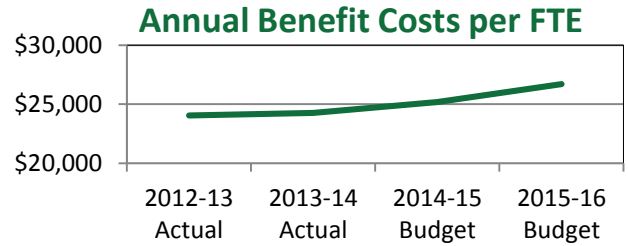
Wages

The budget includes a 1.7% cost of living increase as of July 1 for all employees.

Benefits

The major benefits are health insurance and PERS. Employee insurance costs are budgeted to increase an average of 6% in 2015-16.

Overall benefit costs continue to increase; the average cost of benefits per employee follows:



The most recently adopted PERS rates for the City of Sherwood and the prior two fiscal years are:

	FY13-14	FY14-15	FY15-16
Tier 1 & 2	16.01	16.01	17.15
OPSRP	10.81	10.81	10.81
OPSRP Police	13.54	13.54	14.92

Materials and Services

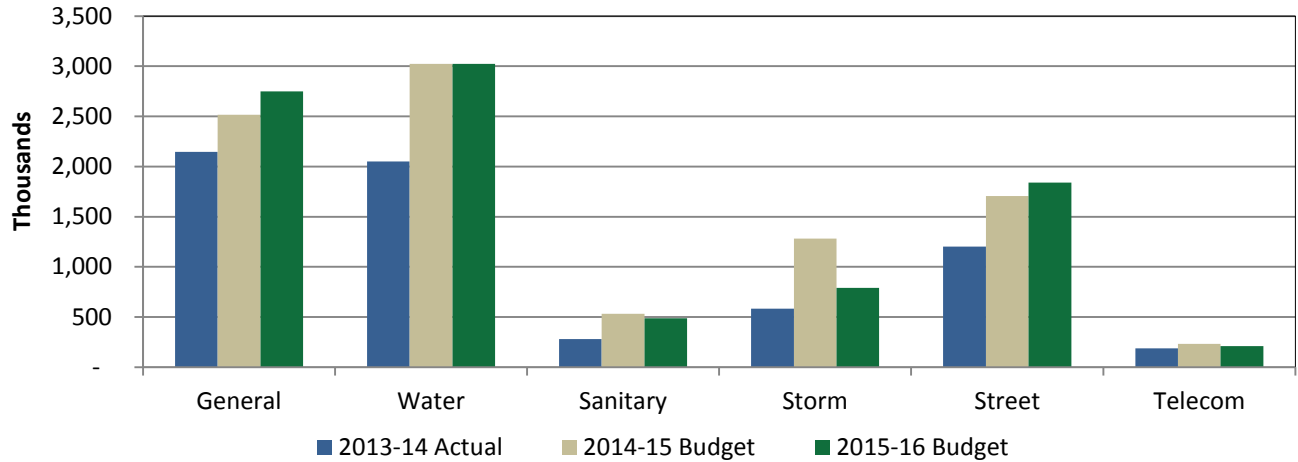
Materials and services include costs for:

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

The change in materials and services from FY14 to FY15 are mainly due to work related to the new Parks, Facilities, and Fleet/Equipment Replacement plans. Materials and services costs are consistent from FY15 to FY16.

Revenue & Expenditures Overview of Major Categories of Expense

Materials and Services



Capital Outlay

Capital outlay has two components, operations and capital projects. This section will cover the capital outlay for operational purposes only. The capital project plan can be found on page 35.

Capital outlays for operations are single purchases that are budgeted within the operational budgets of the city whose value exceeds \$5,000. The significant FY16 capital outlay expenditures are:

Program	Purchase	Cost
Police	Replace Two Police Cars	79,000
Parks	Replace a Truck, Trailer, Gator, and Zero Turn Mower	49,500
Parks	Murdock Park Install Fiber and Calsense	25,000
IT	Storage for Security Video	35,000
Finance	Finish Implementation of New Finance System	66,000
Water Operations	Emergency Repairs	25,000
Storm Operations	Tualatin Street	100,000
Storm Operations	Highland Drive	150,000
Street Operations	Roy Rogers Install Calsense	20,000
Street Operations	Murdock Rd Safety Improvements	20,000
Street Operations	Sunset and Aldergrove Safety Improvements	25,000
Telecom	Fiber Construction	10,000
Telecom	Fiber Management Software	35,000
Telecom	Network Equipment	10,000
Total Capital Outlay		\$649,500

Debt Service & CIP

Overview of Long-Term Debt

Description of Long-Term Debt

The City's debt is separated into two categories; governmental activities and enterprise activities.

Governmental activities include the following:

- General Obligation Bonds for the construction of the YMCA and Police Station.
- Long-term loan for the expansion of the YMCA and Snyder Park.
- Four long-term loans on behalf of the Sherwood URA for capital projects.

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

Enterprise activities include three loans for the water project to provide a long-term water solution for the City.

General Obligation Bond Limitations

Total assessed value on January 1, 2015:	<u>\$ 1,413,849,727</u>
Debt limitation: 3% of total assessed value	42,415,492
Debt outstanding at June 30, 2015:	
General obligation bonds outstanding	2,645,000
Less amount available for repayment of GO bonds	<u>(1,637)</u>
Net debt outstanding that is subject to limitation	2,643,363
Amount of GO bonds that could be issued	<u>\$ 39,772,129</u>

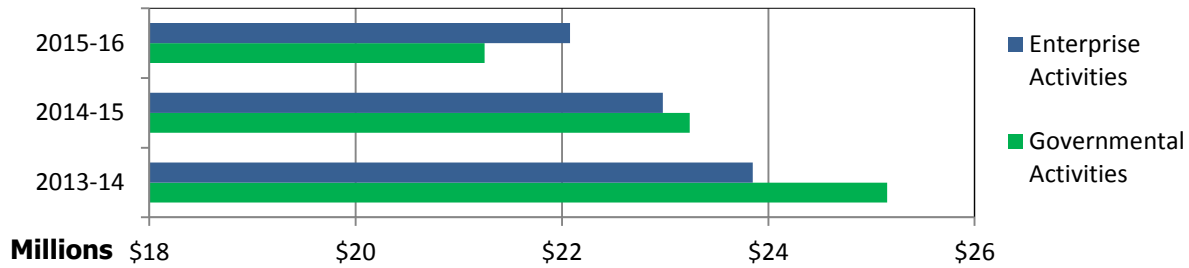
Sherwood's Aa3 rating for General Obligation Debt was affirmed by Moody's in September 2012 in anticipation of a new bond issue. At the same time Moody affirmed the City's Full Faith and Credit obligations at A1. No "outlook" was given (NOO).

Summary of Long-Term Debt

	Original Amount	Outstanding June 30, 2015	Principal Pmt FY 2015-16
Governmental activities			
General Obligation Bonds			
2004 A&B Refunding (interest 1-3.8%)	\$6,045,000	\$ 1,185,000	\$ 585,000
2011 Police Refunding (interest 2-4.04%)	2,305,000	1,460,000	225,000
Long-term Loans:			
2001 YMCA Expansion (interest 2.76-5.4%)	1,970,000	350,000	170,000
Long-term Loans URA:			
2006 URA Streets #2 (3.66% -4.45%)	6,400,000	4,465,446	295,313
2010 URA Cannery & Streets (interest 4.65%)	7,065,000	5,855,000	275,000
2010 URA Cannery Projects (interest 0.55%)	5,898,888	5,898,888	-
2012 Civic bldg & Street Refunding (interest 3.0%)	5,245,000	<u>4,025,000</u>	<u>440,000</u>
Total Governmental Activities		<u>\$ 23,239,334</u>	<u>\$ 1,990,313</u>
Enterprise Activities			
Long-term Obligations for Enterprise activities			
2008 SDW Water Reservoir (interest 3.55%)	6,000,000	\$ 4,866,966	\$ 251,301
2009 SDW Water Pipeline (interest 3.83%)	6,000,000	5,126,433	238,528
2011 Water Projects (interest 2-5%)	14,165,000	<u>12,985,000</u>	<u>410,000</u>
Total Enterprise Activities		<u>\$22,978,399</u>	<u>\$ 899,829</u>
Total City Activities		<u>\$ 46,217,733</u>	<u>\$ 2,890,142</u>

Long-Term Debt Principal and Interest Schedule

Balance of Outstanding Debt



	General Obligation Bonds				City Loans		
	2004 A&B Refunding	2011 Police Facility Refunding	2001 YMCA		2008 SDW Water Reservoir	2009 SDW Water Pipeline	2011 Bonds for Water
Original Amount	\$ 6,045,000	\$ 2,305,000	\$ 1,461,740	\$ 508,260	\$ 6,000,000	\$ 6,000,000	\$ 14,165,000
Balance at 6/30/15	1,185,000	1,460,000	259,700	90,300	4,866,966	5,126,433	12,985,000
Payment Source	Property taxes		Rent of Building	Parks SDC's	Water Rates	Water Rates	Water Rates
Paying Fund	Debt Service		General	General Construction	Water	Water	Water
Year Ending June 30							
2016	628,594	270,625	136,714	47,537	424,079	434,870	980,719
2017	622,500	268,800	137,033	47,647	424,079	434,870	977,519
2018	-	271,750	-	-	424,079	434,870	980,069
2019	-	269,475	-	-	424,079	434,870	977,169
2020	-	270,700	-	-	424,079	434,870	979,569
2021-2025	-	270,300	-	-	2,120,395	2,174,350	4,904,544
2026-2030	-	-	-	-	2,120,395	2,174,350	4,896,619
2031-2035	-	-	-	-	-	425,845	4,896,494
Thereafter	-	-	-	-	-	-	981,750
	\$ 1,251,094	\$ 1,621,650	\$ 273,747	\$ 95,184	\$ 6,361,185	\$ 6,948,895	\$ 20,574,450

	City Loans for Sherwood Urban Renewal Agency Projects				Total Debt on behalf of URA	Total Debt to Outside Parties
	2006 Downtown Streets	2010 Streets & Cannery	2010 Cannery	2012 City Hall/Street Refinancing		
Original Amount	\$ 6,400,000	\$ 7,065,000	\$ 5,898,888	\$ 5,245,000	\$ 24,608,888	\$ 61,093,888
Balance at 6/30/15	4,465,446	5,855,000	5,898,888	4,025,000	20,244,334	46,217,733
Payment Source	Tax Increment					
Paying Fund	URA Operations					
Year Ending June 30						
2016	483,219	555,605	129,761	550,781	1,719,366	4,642,504
2017	483,419	551,580	1,251,499	552,356	2,838,854	5,751,302
2018	483,220	552,045	1,251,499	553,481	2,840,245	4,951,013
2019	482,619	551,745	1,251,499	554,156	2,840,019	4,945,612
2020	481,619	555,680	1,251,499	549,456	2,838,254	4,947,472
2021-2025	2,417,146	2,765,646	1,251,498	1,762,709	8,196,999	17,666,588
2026-2030	969,499	2,768,053	-	-	3,737,552	12,928,916
2031-2035	-	-	-	-	-	5,322,339
Thereafter	-	-	-	-	-	981,750
	\$ 5,800,741	\$ 8,300,354	\$ 6,387,255	\$ 4,522,939	\$ 20,488,350	\$ 62,137,494

Capital Improvement Plan

A 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 below. Expenditures for capital projects may vary dramatically between years, depending on the particular projects in process.

Transportation	Estimated Cost	15/16	16/17	17/18	18/19	19/20
Oregon Street/Tonquin Road Pre-Design	25,000	25,000	-	-	-	-
Transportation SDC and Rate Study	76,580	76,580	-	-	-	-
Oregon Street Sidewalk Infill	225,000	225,000	-	-	-	-
Sunset Blvd/Pine Street Intersection Improvements	6,000	6,000	-	-	-	-
Meincke Road/Hwy 99W Intersection Improvements	5,000	5,000	-	-	-	-
Tualatin St Paving Project	104,500	104,500	-	-	-	-
Kruger/Elwert/Hwy 99W Design and Construction	1,500,000	-	500,000	1,000,000	-	-
Oregon Street Improvements	6,712,000	-	-	500,000	6,212,000	-
Oregon Improvements at Tonquin and Mudock	2,945,000	-	-	500,000	-	2,445,000
	\$ 11,599,080	\$ 442,080	\$ 500,000	\$ 2,000,000	\$ 6,212,000	\$ 2,445,000
Storm	Estimated Cost	15/16	16/17	17/18	18/19	19/20
Columbia Street Regional WQF - Phase 2	550,000	550,000	-	-	-	-
Storm Water SDC and Rate Study	35,000	35,000	-	-	-	-
Storm Water Master Plan Update	125,000	65,000	-	-	-	-
Gleneagle Drive Storm Water Facility	120,000	-	120,000	-	-	-
Gleneagle Village Storm Water Facility	120,000	-	120,000	-	-	-
Glencoe Storm Water Facility	100,000	-	-	100,000	-	-
Edy Road Storm Water Facility	285,000	-	-	-	285,000	-
Saint Charles (North) Storm Water Facility	85,000	-	-	-	85,000	-
Saint Charles (South) Storm Water Facility	95,000	-	-	-	95,000	-
Murdock Road (South) Storm Water Facility	240,000	-	-	-	-	240,000
West Division Street Storm Water Facility	150,000	-	-	-	-	150,000
	\$ 1,905,000	\$ 650,000	\$ 240,000	\$ 100,000	\$ 465,000	\$ 390,000
Sanitary	Estimated Cost	15/16	16/17	17/18	18/19	19/20
Sanitary Sewer SDC and Rate Study	35,000	35,000	-	-	-	-
Sanitary Sewer Master Plan Update	150,202	90,712	-	-	-	-
Sunset Blvd Sanitary Sewer Extension	70,000	70,000	-	-	-	-
Tonquin Employment Area Sanitary Upgrade	1,385,370	100,000	-	-	-	-
SW Washington Street Sanitary Sewer Rehabilitation	52,750	-	-	52,750	-	-
SW Gleneagle Drive Sanitary Sewer Rehabilitation	49,850	-	-	49,813	-	-
SW Schaumburg Dr at Division St Sewer Rehab	388,298	-	-	-	388,298	-
Old Town Laterals	40,000	-	-	-	-	40,000
	\$ 2,171,470	\$ 295,712	\$ -	\$ 102,563	\$ 388,298	\$ 40,000
Water	Estimated Cost	15/16	16/17	17/18	18/19	19/20
Routine Waterline Replacement Program	250,000	50,000	50,000	50,000	50,000	50,000
Update Resiliency Plan	150,000	150,000	-	-	-	-
Water Treatment Plant Master Plan with TVWD	70,000	57,000	-	-	-	-
Fire Flow Capacity - Senior Center, Norton Ave., June Ct.	171,000	-	36,000	92,000	43,000	-
Expansion to Brookman -Segment A	68,000	-	68,000	-	-	-
Upgrade SCADA System	75,000	-	75,000	-	-	-
Expansion to Brookman -Segment B	204,000	-	-	204,000	-	-
Expansion to Brookman -Segment C	239,000	-	-	239,000	-	-
Expansion to TEA - Loop with OR St. Mains, Segmt A	154,000	-	-	154,000	-	-
SW Sherwood PRV	150,000	-	-	150,000	-	-
Upgrade Water Management and Conservation Plan	150,000	-	-	150,000	-	-
Expansion to TEA - Loop with OR St. Mains, Segmt B & C	702,000	-	-	-	702,000	-
Expansion to TEA - Loop with OR St. Mains, Segmt D, E, & F	607,000	-	-	-	-	607,000
	\$ 2,990,000	\$ 257,000	\$ 229,000	\$ 1,039,000	\$ 795,000	\$ 657,000
Parks	Estimated Cost	15/16	16/17	17/18	18/19	19/20
Parks Master Plan Update	175,000	175,000	-	-	-	-
Woodhaven Park Phase 2 - Design	154,000	54,000	-	-	-	-
Woodhaven Park Phase 2 - Construction	800,000	800,000	-	-	-	-
Dog Park Facility	140,000	115,000	-	-	-	-
Turf Replacement at the Fieldhouse	120,000	120,000	-	-	-	-
Cedar Creek Trail Segment 8 - \$5 million Fed Grant	6,347,965	650,000	600,000	-	-	-
Cedar Creek Trail Segment 11	2,738,000	-	-	500,000	-	2,238,000
	\$ 10,474,965	\$ 1,914,000	\$ 600,000	\$ 500,000	\$ -	\$ 2,238,000
Total Annual Expenditures	\$ 14,274,965	\$ 1,914,000	\$ 668,000	\$ 1,000,000	\$ 787,000	\$ 4,683,000

Water Capital Projects

The Water Fund collects SDC's and user charges for water infrastructure expansion and capital construction.

Resiliency Plan: This project consists of developing a Resiliency Plan in accordance with Senate Bill 33 to determine priority actions for seismic resilience in preparation for Cascadia earthquake. This project will be completed by a consultant and will likely identify areas that need to be addressed for resiliency. No additional staffing needed. No reductions of maintenance costs at this time.

Water Treatment Plant Master Plan: This is a joint project with other jurisdictions to update the Wilsonville Water Treatment Plant Master Plan. This project is being managed by Tualatin Valley Water District (TVWD) with input from partners and will identify long term needs of the treatment plant. No staffing needed. No reduction in maintenance costs.

Routine Pipe Replacement Program: The projects under this program consist of removal and replacement of water system piping which has issues of either flow capacity or physical condition. No additional staffing needed. Improvements will reduce maintenance costs due to age and replacement of infrastructure.

Sanitary Capital Projects

The Sanitary Fund collects SDC's for sanitary infrastructure expansion.

Tonquin Employment Area Sanitary Sewer Capacity Upgrade - Phase 1: This project consists of replacing/upsizing approximately 3,011 linear feet of existing pipe. This upgrade is necessary to provide capacity for future growth and expansion of the northeast portion of Sherwood. No additional staffing needed. \$1,700 every six (6) years to TV the line and \$1,500 every four (4) years to clean the line. \$500 every two (2) years for manhole inspections.

Sherwood Sanitary Sewer SDC and Rate Study: This project consists of using updated sanitary sewer system master plan to perform a needs analysis in reviewing and updating the sanitary sewer system SDC's and Rates. No additional staffing required. This will identify maintenance projects that will need to be completed in a 20 year timeframe.

Sunset Boulevard Sanitary Sewer Extension Project: This project consists of extending existing City sanitary sewer mainline to provide access to existing development properties which are currently on sanitary septic tank systems. No additional staffing required. \$110 every six (6) years to TV the line and \$100 every four (4) years to clean the line. \$100 every two (2) years for manhole inspections.

Storm Capital Projects

The Storm Fund collects SDC's for storm infrastructure expansion and reserves a portion of user charges for capital construction.

Columbia Street Regional Storm Water Quality Facility: This project consists of constructing a downstream improvement required from the Phase 1 permitting process. Project includes installation of an improved bore pipe undercrossing of a Portland and Western Railroad track right-of-way. This project will remove an Oregon Fish and Wildlife (ODFW) identified fish habitat stream restriction. No additional staffing needed. Grate cleaning during winter storm events. Cost will depend on number of events per year. \$100 for inspection of the culvert each year. Future repair costs are unknown at this time.

Stormwater Master Plan: This project consists of reviewing updated storm water master plan and identifying projects needs list. From the needs analysis, the existing storm water System Development Charges (SDC) and Rates will be reviewed and modified as needed. No additional staffing required. This will identify maintenance projects that will need to be completed in a 20-year timeframe.

General Construction Projects

The General Construction Fund collects system development charges for park infrastructure expansion.

Woodhaven Park Phase 2 Construction: This project consists of construction of the improvements developed from the Phase 2 design efforts for Woodhaven Park. Staffing could be needed depending on final design.

Cedar Creek Trail Segment 8: This project consists of developing construction level plans, specifications, and construction cost estimates. Project funding from ODOT Transportation Growth Management (TGM) Grant. Staffing needed to maintain new trail system.

Parks Master Plan Update: This project consists of updating the existing Park master plan and creating a needs list of parks projects, which will be used to update the parks SDC's and Rates. No additional staffing needed at this time. This will identify projects over the next several years.

Snyder Park Dog Park: This project consists of construction of improvements developed from Parks Board approved plans, within the southwest portion of the Snyder Park facility. 500 hours per year out of a new position being asked for needed to maintain the new dog park. Additional costs for doggie bags, trash removal, bark chips, fertilizer, and irrigation will depend on the amount of use of park.

Street Capital Projects

The Street Capital Fund relies on County traffic improvement fees and City system development charges.

Sherwood Transportation SDC, and Rate Study Project: From the TSP, the System Development Charges (SDC) and Rates will be reviewed and modified as needed. This will identify maintenance projects that will need to be completed in a 20-year timeframe.

Meinecke Road/Highway 99W Intersection Improvements: This project consists of intersection signal phasing changes. Signal phasing changes include the eastbound and westbound left-turn phasing on Meinecke Road to Highway 99W, from permitted to permitted/protected. Additionally, the existing green timing of northbound and southbound through movements on Highway 99W will remain unchanged. No ongoing maintenance costs are needed.

Sunset Boulevard/Pine Street Intersection Improvements: This project consists of restriping Sunset Boulevard at the Pine Street intersection to add eastbound and westbound left turn lanes. No additional staffing needed. \$2,000 for striping/maintenance per year.

Oregon Street and Oregon Street/Tonquin Road Predesign Project: This project consists of performing preliminary design work to establish preferred improvements and planning level cost estimates for budgeting purposes.

Tualatin Street Pavement Improvement Project: This project consists of asphalt pavement surfacing of existing gravel local road. Project includes any necessary storm water collection and conveyance system to prevent drainage issues arising from paving project. No additional staffing needed. \$400 every six (6) years for cleaning and \$440 every eight (8) years. \$100 in catch basin cleaning every year.

Oregon Street Sidewalk Infill Project: This project consists of construction of sidewalk along the south side of Oregon Street between Hall Street and Orland Street. No additional staffing required. No maintenance costs identified at this time.

Budget Detail

City in Total

Actual 2012-13	Actual 2013-14	Budget 2014-15		Proposed 2015-16	Approved 2015-16	Adopted 2015-16
RESOURCES						
\$19,836,490	\$18,983,499	\$23,030,625	Beginning fund balance	\$21,522,829	\$21,522,829	\$21,522,829
Revenue						
5,231,867	5,479,058	5,697,630	Taxes	6,208,282	6,208,282	6,208,282
1,580,367	1,592,483	1,798,000	Franchise Fees	1,851,200	1,851,200	1,851,200
72,411	79,979	61,800	Licenses and permits	65,000	65,000	65,000
2,645,451	4,574,712	3,144,520	Intergovernmental	3,065,916	3,065,916	3,065,916
8,310,735	8,676,993	8,401,298	Charges for services	8,458,971	8,458,971	8,458,971
1,193,238	3,772,275	2,092,920	Infrastructure development	4,355,175	4,355,175	4,355,175
1,234,805	1,428,799	1,302,173	Fines, interest and other	1,461,514	1,461,514	1,461,514
20,268,873	25,604,299	22,498,341	Total revenue	25,466,058	25,466,058	25,466,058
Other sources						
433,728	106,239	235,000	Transfers in	877,870	877,870	877,870
146,640	147,431	147,000	Interfund loan payments	179,874	179,874	179,874
580,368	253,670	382,000	Total other sources	1,057,744	1,057,744	1,057,744
40,685,731	44,841,468	45,910,966	Total resources	48,046,631	48,046,631	48,046,631
REQUIREMENTS						
Expenditures						
Personal services						
5,759,479	6,073,481	6,525,649	Salaries and wages	7,126,182	7,126,182	7,126,182
558,212	595,970	742,950	Payroll taxes	757,254	757,254	757,254
2,236,538	2,345,478	2,630,582	Benefits	2,964,825	2,964,825	2,964,825
8,554,229	9,014,929	9,899,181	Total personal services	10,848,261	10,848,261	10,848,261
Materials and services						
2,657,676	2,545,309	4,448,432	Professional & technical	3,762,941	3,762,941	3,762,941
1,206,612	1,674,015	2,197,840	Facility and equipment	2,443,984	2,443,984	2,443,984
1,151,164	1,321,446	1,479,444	Other purchased services	1,609,673	1,609,673	1,609,673
445,526	766,960	1,276,845	Supplies	1,239,217	1,239,217	1,239,217
22,661	29,141	40,815	Community activities	38,850	38,850	38,850
139,263	221,582	309,200	Minor equipment	385,006	385,006	385,006
(99,902)	(92,442)	(282,901)	Other materials & services	(45,870)	(45,870)	(45,870)
5,523,000	6,466,012	9,469,675	Total materials & services	9,433,801	9,433,801	9,433,801
Capital outlay						
-	-	890,000	Land	-	-	-
3,877,859	1,182,814	1,931,206	Infrastructure	4,571,273	3,671,273	3,671,273
-	-	18,000	Buildings	-	-	-
136,111	223,923	-	Other improvements	-	-	-
41,330	70,936	113,000	Vehicles	104,000	104,000	104,000
149,536	143,508	527,764	Furniture and equipment	301,008	301,008	301,008
4,204,836	1,621,181	3,479,970	Total capital outlay	4,976,281	4,076,281	4,076,281
18,282,065	17,102,121	22,848,826	Total expenditures	25,258,343	24,358,343	24,358,343
Debt service						
1,856,065	1,908,052	1,964,415	Principal	2,059,703	2,059,703	2,059,703
1,214,102	1,160,935	1,105,760	Interest	1,044,208	1,044,208	1,044,208
3,070,167	3,068,987	3,070,175	Total debt service	3,103,911	3,103,911	3,103,911
Other uses						
350,000	286,225	200,000	Transfers out	877,870	877,870	877,870
350,000	286,225	200,000	Total other uses	877,870	877,870	877,870
18,983,499	24,384,136	-	Ending Fund Balance	-	-	-
-	-	1,008,237	Contingency	1,198,456	1,198,456	1,198,456
-	-	18,783,728	Reserved for Future Years	17,608,051	18,508,051	18,508,051
40,685,731	44,841,468	45,910,966	Total requirements	48,046,631	48,046,631	48,046,631

Budget Detail

City by Fund

	General Fund	General Construction Fund	Debt Service Fund	Street Operations Fund	Street Capital Fund	Water Fund	Sanitary Fund	Storm Fund	Telecom Fund	2015-16 Budget
RESOURCES										
Beginning fund balance	3,109,754	1,142,410	1,637	1,141,998	2,984,122	7,918,805	3,128,675	1,992,830	102,598	21,522,829
Revenue										
Taxes	5,310,700	-	897,582	-	-	-	-	-	-	6,208,282
Francise Fees	1,851,200	-	-	-	-	-	-	-	-	1,851,200
Licenses and permits	65,000	-	-	-	-	-	-	-	-	65,000
Intergovernmental	1,815,916	70,000	-	1,140,000	-	-	40,000	-	-	3,065,916
Charges for services	789,933	16,000	-	576,000	50,000	4,304,000	590,800	1,662,000	470,238	8,458,971
Infrastructure development	335,575	785,000	-	-	1,794,000	1,014,300	334,200	92,100	-	4,355,175
Fines, interest and other	1,368,614	8,000	-	8,000	10,000	40,000	14,000	12,500	400	1,461,514
Total revenue	11,536,938	879,000	897,582	1,724,000	1,854,000	5,358,300	979,000	1,766,600	470,638	25,466,058
Other sources										
Transfers in	84,870	793,000	-	-	-	-	-	-	-	877,870
Interfund Loan Pmts	179,874	-	-	-	-	-	-	-	-	179,874
Total other sources	264,744	793,000	-	-	-	-	-	-	-	1,057,744
Total resources	14,911,436	2,814,410	899,219	2,865,998	4,838,122	13,277,105	4,107,675	3,759,430	573,236	48,046,631
REQUIREMENTS										
Expenditures										
Personal services										
Salaries and wages	5,863,281	60,317	-	254,196	6,053	429,534	188,765	290,233	33,803	7,126,182
Payroll taxes	616,597	6,225	-	30,647	587	46,763	20,405	32,783	3,247	757,254
Benefits	2,447,255	24,077	-	99,762	2,274	184,211	83,159	115,768	8,319	2,964,825
Total personal services	8,927,133	90,619	-	384,605	8,914	660,508	292,329	438,784	45,369	10,848,261
Materials and services										
Professional & technical	1,144,174	175,000	-	115,250	76,580	1,590,675	213,537	401,725	46,000	3,762,941
Facility and equipment	1,019,647	-	-	1,351,037	-	48,400	1,500	5,000	18,400	2,443,984
Other purchased services	896,882	125	-	30,015	48	375,910	91,327	123,162	92,204	1,609,673
Supplies	339,067	70,000	-	67,700	-	696,900	15,150	30,400	20,000	1,239,217
Community activities	38,850	-	-	-	-	-	-	-	-	38,850
Minor equipment	312,306	40,000	-	5,000	-	5,000	4,100	3,600	15,000	385,006
Other materials & services	(1,002,270)	48,086	-	191,072	4,473	305,731	161,570	226,809	18,659	(45,870)
Total materials & services	2,748,656	333,211	-	1,760,074	81,101	3,022,616	487,184	790,696	210,263	9,433,801
Capital outlay										
Infrastructure	25,000	1,739,023	-	65,000	395,500	282,000	254,750	900,000	10,000	3,671,273
Vehicles	104,000	-	-	-	-	-	-	-	-	104,000
Furniture and equipment	135,500	120,508	-	-	-	-	-	-	45,000	301,008
Total capital outlay	264,500	1,859,531	-	65,000	395,500	282,000	254,750	900,000	55,000	4,076,281
Total expenditures	11,940,289	2,283,361	-	2,209,679	485,515	3,965,124	1,034,263	2,129,480	310,632	24,358,343
Debt service										
Principal	126,140	43,860	810,000	-	-	899,829	-	-	179,874	2,059,703
Interest	10,574	3,677	89,219	-	-	939,838	-	-	900	1,044,208
Total debt service	136,714	47,537	899,219	-	-	1,839,667	-	-	180,774	3,103,911
Other uses										
Transfers out	143,000	-	-	18,859	650,000	20,975	22,268	22,768	-	877,870
Total other uses	143,000	-	-	18,859	650,000	20,975	22,268	22,768	-	877,870
Contingency	576,847	-	-	86,200	-	369,159	29,815	112,903	23,532	1,198,456
Reserved for Future Years	2,114,586	483,512	-	551,260	3,702,607	7,082,181	3,021,329	1,494,279	58,298	18,508,051
Total requirements	14,911,436	2,814,410	899,219	2,865,998	4,838,122	13,277,105	4,107,675	3,759,430	573,236	48,046,631

Budget Detail

General Fund in Total

2012-13 Actual	2013-14 Actual	2014-15 Budget		2015-16 Proposed	2015-16 Approved	2015-16 Adopted
			RESOURCES			
\$ 2,500,483	\$ 2,964,868	\$ 3,247,771	Beginning fund balance	\$ 3,109,754	\$ 3,109,754	\$ 3,109,754
			Revenue			
4,381,867	4,587,058	4,811,700	Taxes	5,310,700	5,310,700	5,310,700
1,580,367	1,592,483	1,798,000	Franchise Fees	1,851,200	1,851,200	1,851,200
72,411	79,979	61,800	Licenses and permits	65,000	65,000	65,000
1,455,609	1,537,048	1,843,699	Intergovernmental	1,815,916	1,815,916	1,815,916
779,918	1,024,657	778,341	Charges for services	789,933	789,933	789,933
150,799	270,878	112,450	Infrastructure development	335,575	335,575	335,575
1,093,591	1,259,076	1,254,980	Fines, interest and other	1,368,614	1,368,614	1,368,614
9,514,562	10,351,180	10,660,970	Total revenue	11,536,938	11,536,938	11,536,938
			Other sources			
-	-	-	Transfers in	84,870	84,870	84,870
146,640	147,431	147,000	Interfund loan payments	179,874	179,874	179,874
146,640	147,431	147,000	Total other sources	264,744	264,744	264,744
12,161,685	13,463,479	14,055,741	Total resources	14,911,436	14,911,436	14,911,436
			REQUIREMENTS			
			Expenditures			
			Personal services			
4,681,813	5,028,685	5,363,758	Salaries and wages	5,863,281	5,863,281	5,863,281
450,568	485,122	595,815	Payroll taxes	616,597	616,597	616,597
1,793,241	1,911,961	2,138,778	Benefits	2,447,255	2,447,255	2,447,255
6,925,622	7,425,767	8,098,351	Total personal services	8,927,133	8,927,133	8,927,133
			Materials and services			
907,881	1,188,563	1,360,145	Professional & technical	1,144,174	1,144,174	1,144,174
740,304	673,218	758,760	Facility and equipment	1,019,647	1,019,647	1,019,647
535,220	684,545	808,221	Other purchased services	896,882	896,882	896,882
287,854	252,729	336,345	Supplies	339,067	339,067	339,067
22,648	29,141	40,815	Community activities	38,850	38,850	38,850
112,869	168,306	257,050	Minor equipment	312,306	312,306	312,306
(928,259)	(851,386)	(1,044,286)	Other materials & services	(1,002,270)	(1,002,270)	(1,002,270)
1,678,517	2,145,117	2,517,050	Total materials & services	2,748,656	2,748,656	2,748,656
			Capital outlay			
43,684	15,192	195,000	Infrastructure	25,000	25,000	25,000
-	-	18,000	Buildings	-	-	-
41,330	40,980	73,000	Vehicles	104,000	104,000	104,000
67,222	74,706	181,264	Furniture and equipment	135,500	135,500	135,500
152,236	130,878	467,264	Total capital outlay	264,500	264,500	264,500
8,756,375	9,701,762	11,082,665	Total expenditures	11,940,289	11,940,289	11,940,289
			Debt service			
111,300	115,010	122,430	Principal	126,140	126,140	126,140
29,142	23,336	17,150	Interest	10,574	10,574	10,574
140,442	138,346	139,580	Total debt service	136,714	136,714	136,714
			Other uses			
300,000	70,026	-	Transfers out	143,000	143,000	143,000
300,000	70,026	-	Total other uses	143,000	143,000	143,000
2,964,868	3,553,345	-	Ending Fund Balance	-	-	-
-	-	533,049	Contingency	576,847	576,847	576,847
-	-	350,000	Reserved for Future Years - Maint.	239,427	239,427	239,427
-	-	1,950,447	Reserved for Future Years	1,875,159	1,875,159	1,875,159
12,161,685	13,463,479	14,055,741	Total requirements	14,911,436	14,911,436	14,911,436

Budget Detail

General Fund by Division

2012-13 Actual	2013-14 Actual	2014-15 Budget	General Fund Resources	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
2,500,483	2,964,868	3,247,771	Beginning fund balance	3,109,754	3,109,754	3,109,754
			Revenue			
4,381,867	4,587,058	4,811,700	Taxes	5,310,700	5,310,700	5,310,700
1,580,367	1,592,483	1,798,000	Franchise Fees	1,851,200	1,851,200	1,851,200
72,411	79,979	61,800	Licenses and permits	65,000	65,000	65,000
1,455,609	1,537,048	1,843,699	Intergovernmental	1,815,916	1,815,916	1,815,916
779,918	1,024,657	778,341	Charges for services	789,933	789,933	789,933
150,799	270,878	112,450	Infrastructure development	335,575	335,575	335,575
1,093,591	1,259,076	1,254,980	Fines, interest and other	1,368,614	1,368,614	1,368,614
9,514,562	10,351,180	10,660,970	Total revenue	11,536,938	11,536,938	11,536,938
			Other sources			
-	-	-	Transfers in	84,870	84,870	84,870
146,640	147,431	147,000	Interfund loan payments	179,874	179,874	179,874
146,640	147,431	147,000	Total other sources	264,744	264,744	264,744
12,161,685	13,463,479	14,055,741	Total resources	14,911,436	14,911,436	14,911,436
			Requirements			
			Administration Division			
			Personal services			
1,089,082	1,133,222	1,163,218	Salaries and wages	1,366,214	1,366,214	1,366,214
79,014	93,340	106,428	Payroll taxes	125,593	125,593	125,593
418,901	409,194	467,444	Benefits	597,485	597,485	597,485
1,586,997	1,635,755	1,737,090	Total personal services	2,089,292	2,089,292	2,089,292
15.6	16.5	16.4	FTE	19.2	19.2	19.2
			Materials and services			
357,526	537,436	471,650	Professional & technical	465,000	465,000	465,000
337,797	251,898	225,200	Facility and equipment	81,800	81,800	81,800
378,958	490,531	566,628	Other purchased services	609,530	609,530	609,530
14,694	10,811	12,250	Supplies	15,850	15,850	15,850
18,567	24,150	18,040	Community activities	15,300	15,300	15,300
90,321	149,353	166,000	Minor equipment	163,500	163,500	163,500
(799,788)	(862,307)	(775,900)	Other materials & services	(832,602)	(832,602)	(832,602)
398,075	601,872	683,868	Total materials & services	518,378	518,378	518,378
			Capital outlay			
52,046	63,350	152,764	Furniture and equipment	101,000	101,000	101,000
52,046	63,350	152,764	Total capital outlay	101,000	101,000	101,000
2,037,118	2,300,977	2,573,722	Total Administration Expenditures	2,708,670	2,708,670	2,708,670
			Community Development			
			Personal services			
536,011	650,442	771,060	Salaries and wages	819,392	819,392	819,392
47,954	57,348	73,918	Payroll taxes	79,440	79,440	79,440
202,816	260,586	309,562	Benefits	312,063	312,063	312,063
786,780	968,376	1,154,540	Total personal services	1,210,895	1,210,895	1,210,895
8.6	9.7	10.0	FTE	12.8	12.8	12.8
			Materials and services			
108,393	187,424	363,300	Professional & technical	279,242	279,242	279,242
37,129	66,617	56,125	Other purchased services	67,817	67,817	67,817
1,909	3,205	7,095	Supplies	6,070	6,070	6,070
24	10	75	Community activities	50	50	50
-	-	-	Minor equipment	17,500	17,500	17,500
(56,098)	(99,079)	(173,386)	Other materials & services	(42,133)	(42,133)	(42,133)
91,380	158,177	253,209	Total materials & services	328,546	328,546	328,546
878,160	1,126,553	1,407,749	Total Community Dev. Expenditures	1,539,441	1,539,441	1,539,441

Budget Detail

General Fund by Division

2012-13 Actual	2013-14 Actual	2014-15 Budget	General Fund Requirements Continued	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
			Police Services			
			Personal services			
1,802,394	1,951,114	1,995,122	Salaries and wages	2,052,509	2,052,509	2,052,509
204,469	213,664	262,530	Payroll taxes	242,218	242,218	242,218
722,085	786,560	813,576	Benefits	897,001	897,001	897,001
<u>2,728,948</u>	<u>2,951,338</u>	<u>3,071,228</u>	Total personal services	<u>3,191,728</u>	<u>3,191,728</u>	<u>3,191,728</u>
25.6	26.6	25.6	FTE	26.1	26.1	26.1
			Materials and services			
231,054	228,587	259,900	Professional & technical	222,000	222,000	222,000
89,237	76,904	63,000	Facility and equipment	18,000	18,000	18,000
67,090	77,380	94,094	Other purchased services	113,152	113,152	113,152
37,188	35,415	43,250	Supplies	42,950	42,950	42,950
693	1,908	3,000	Community activities	3,000	3,000	3,000
-	1,748	-	Minor equipment	87,000	87,000	87,000
22,000	71,511	-	Other materials & services	-	-	-
<u>447,262</u>	<u>493,454</u>	<u>463,244</u>	Total materials & services	<u>486,102</u>	<u>486,102</u>	<u>486,102</u>
41,330	40,980	61,000	Vehicles	-	-	-
15,176	11,356	-	Furniture and equipment	10,000	10,000	10,000
<u>56,506</u>	<u>52,336</u>	<u>61,000</u>	Total capital outlay	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
<u>3,232,717</u>	<u>3,497,128</u>	<u>3,595,472</u>	Total Police Expenditures	<u>3,687,830</u>	<u>3,687,830</u>	<u>3,687,830</u>
			Community Services			
			Personal services			
691,251	730,767	815,317	Salaries and wages	956,224	956,224	956,224
57,926	62,016	75,957	Payroll taxes	89,410	89,410	89,410
233,209	233,848	288,819	Benefits	369,855	369,855	369,855
<u>982,386</u>	<u>1,026,631</u>	<u>1,180,093</u>	Total personal services	<u>1,415,489</u>	<u>1,415,489</u>	<u>1,415,489</u>
13.4	13.8	14.8	FTE	18.3	18.3	18.3
			Materials and services			
49,845	46,965	89,720	Professional & technical	65,800	65,800	65,800
-	-	4,600	Facility and equipment	2,500	2,500	2,500
22,614	21,228	53,325	Other purchased services	66,778	66,778	66,778
123,713	118,243	143,850	Supplies	148,150	148,150	148,150
3,256	2,932	16,400	Community activities	18,650	18,650	18,650
-	940	75,250	Minor equipment	-	-	-
-	23,002	(95,000)	Other materials & services	-	-	-
<u>199,428</u>	<u>213,310</u>	<u>288,145</u>	Total materials & services	<u>301,878</u>	<u>301,878</u>	<u>301,878</u>
<u>1,181,814</u>	<u>1,239,941</u>	<u>1,468,238</u>	Total Community Services Expenditures	<u>1,717,367</u>	<u>1,717,367</u>	<u>1,717,367</u>

Budget Detail

General Fund by Division

2012-13 Actual	2013-14 Actual	2014-15 Budget	General Fund Requirements Continued	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
			Public Works			
			Personal services			
499,064	563,140	619,041	Salaries and wages	668,942	668,942	668,942
55,895	58,754	76,982	Payroll taxes	79,936	79,936	79,936
193,328	221,773	259,377	Benefits	270,851	270,851	270,851
748,287	843,667	955,400	Total personal services	1,019,729	1,019,729	1,019,729
10.9	11.9	13.6	FTE	13.6	13.6	13.6
			Materials and services			
161,063	188,150	175,575	Professional & technical	112,132	112,132	112,132
313,247	344,417	465,960	Facility and equipment	917,347	917,347	917,347
27,305	28,789	38,049	Other purchased services	39,605	39,605	39,605
110,325	85,055	129,900	Supplies	126,047	126,047	126,047
108	141	3,300	Community activities	1,850	1,850	1,850
22,547	16,265	15,800	Minor equipment	44,306	44,306	44,306
-	15,487	-	Other materials & services	(127,535)	(127,535)	(127,535)
634,595	678,303	828,584	Total materials & services	1,113,752	1,113,752	1,113,752
			Capital outlay			
43,684	15,192	195,000	Infrastructure	25,000	25,000	25,000
-	-	18,000	Buildings	-	-	-
-	-	12,000	Vehicles	104,000	104,000	104,000
-	-	28,500	Furniture and equipment	24,500	24,500	24,500
43,684	15,192	253,500	Total capital outlay	153,500	153,500	153,500
1,426,566	1,537,162	2,037,484	Total Public Works Expenditures	2,286,981	2,286,981	2,286,981
			Unallocated Expenditures			
			Debt service			
111300	115010	122430	Principal	126,140	126,140	126,140
29,142	23,336	17,150	Interest	10,574	10,574	10,574
140,442	138,346	139,580	Total debt service	136,714	136,714	136,714
			Transfers out			
300,000	70,026	-	Transfers to General Const.	143,000	143,000	143,000
300,000	70,026	-	Total Transfers Out	143,000	143,000	143,000
2,964,868	3,553,345		Ending Fund Balance			
		533,049	Contingency	576,847	576,847	576,847
		350,000	Reserved for Future Years - Maint.	239,427	350,000	350,000
		1,950,447	Reserved for Future Years	1,875,159	1,764,586	1,764,586
12,161,685	13,463,479	14,055,741	Total requirements	14,911,436	14,911,436	14,911,436

Budget Detail

General Fund Administration

Administration

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

2012-13 Actual	2013-14 Actual	2014-15 Budget		2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
			Revenue			
4,381,867	4,587,058	4,811,700	Taxes	5,310,700	5,310,700	5,310,700
1,580,367	1,592,483	1,798,000	Franchise Fees	1,851,200	1,851,200	1,851,200
59,436	68,754	1,800	Licenses and Permits	-	-	-
468,939	481,780	482,500	Intergovernmental	528,000	528,000	528,000
43,736	53,951	57,000	Charges for Services	57,500	57,500	57,500
995,447	1,058,482	859,580	Fines, Interest, and Other	1,234,514	1,234,514	1,234,514
146,640	147,431	147,000	Transfers in & Other Sources	179,874	179,874	179,874
<u>7,676,431</u>	<u>7,989,940</u>	<u>8,157,580</u>	Total revenue	<u>9,161,788</u>	<u>9,161,788</u>	<u>9,161,788</u>
			Expenditures			
1,586,997	1,635,755	1,737,090	Personal services	2,089,292	2,089,292	2,089,292
398,075	601,872	683,868	Materials and services	518,378	518,378	518,378
52,046	63,350	152,764	Capital outlay	101,000	101,000	101,000
140,442	138,346	139,580	Debt service	136,714	136,714	136,714
300,000	70,026	-	Transfers out & Other Sources	125,000	125,000	125,000
<u>2,477,560</u>	<u>2,509,349</u>	<u>2,713,302</u>	Total expenditures	<u>2,970,384</u>	<u>2,970,384</u>	<u>2,970,384</u>
15.6	16.5	16.4	FTE	19.2	19.2	19.2

City Council

The seven-member City Council is composed of an elected Mayor and six elected Councilors. The Council members serve a four year term and the Mayor serves 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. The City Council meets in regular monthly meetings and occasional executive sessions. In addition City Council work sessions are held to study upcoming issues.

2014-15 Highlights

- City Council recognized approximately 129 Sherwood High School students for Academic and Athletic Achievements and recognized 4 Eagle Scouts in 2013-14
- City Council transitioned to a new Mayor and five new City Councilors
- City Council conducted 2 City Council appointments to City Council positions
- City Council, based on a recommendation from the Charter Review Committee, conducted an election, resulting in multiple, adopted City Charter amendments

Performance Measures

Strategy	Measures	FY15 Projected	FY16 Projected
Increase transparency	Council meetings	24	24
	Worksessions	20	20
	Executive sessions	10	8
Training for Council members	Conferences	6	8
	Regional meetings	72	80
	LOC training	4	6
	Other training	4	6

City Recorder

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

2014-15 Highlights

- Managed 3 elections and 2 initiative petitions
- Oversaw Council appointment process for 2 vacant Council positions
- Supported the Charter Review Committee and oversaw City Charter amendments
- Supported the newly established Police Advisory Board
- Conducted new Councilor orientations, approx. 20 hours of training
- Supported Boy Scouts of America in earning merit badges by providing tours of government facilities and educating on government practices
- Managed 12+ Municipal Code amendments

2015-16 Goals

- Implement and manage separate budgets for the City Council and City Recorder departments. (City-wide Value – Fiscal Responsibility)

Performance Measures

Strategy	Measures	FY15 Projected	FY16 Projected
Adhere to public records law and respond to public records requests	Public records requests	50	60
	Responded within 5 business days	40	50
Develop and implement a Records Management program	Staff training on records management	2	2
	Coordinate records management days for all City offices	2	2
	Municipal Code updates	12	15
Adhere to Oregon election laws	Process candidate fillings	15	0
	Process other election fillings	2	1

City Manager

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

2014-15 Highlights

- Received approval and adopted budget by City Council for 2014-2015 budget
- Completed construction of Sherwood Center for the Arts building
- Completed comprehensive review of the Sherwood Charter by Charter Review Committee
- Negotiated a successful bargaining agreement with the Sherwood Police Officers Association

2015-16 Goals

- Complete the City’s first-ever 5 year Strategic Plan (City-wide Value – Fiscal Responsibility and Quality Services)
- Development of a Citizen Academy Program to increase citizen understanding of city government (City-wide Value – Citizen Participation)
- Continue to support enhanced programs and activities to engage the public on issues facing the community (City-wide Value – Citizen Participation)
- Implement enhancements to City intranet to ensure efficient sharing of important information to employees (City-wide Value – Quality Services)
- Implement live broadcasts of City Council and Planning Commission meetings (City-wide Value – Citizen Participation)

Performance Measures

Strategy	Measures	FY15 Projected	FY16 Projected
Increase communication with the public	Newsletter Frequency	Quarterly	Quarterly
	Number of Facebook Friends	N/A	500
	Number of Twitter Followers	N/A	200

Human Resources & Risk Management

The Human Resources 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 relations. Risk Management is responsible for managing the policies and processing claims for workers’ compensation, property, auto, 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.

2014-15 Highlights

- Retained, recruited and trained a top quality work force
- Managed all lines of insurance coverage for the City
- Lead in Employee Relations
- Managed Union Contracts

2015-16 Goals

- Implement on-boarding program to assist managers and new employees (City-wide Value – Fiscal Responsibility)
- Implement internal web-site for efficient transfer of information (City-wide Value – Fiscal Responsibility)

Performance Measures

Strategy	Measures	FY15 Projected	FY16 Projected
Provide efficient external recruitment service	Number of applicants for all positions	785	900
	Working days for external recruitments	67.6 days	60 days
Perform facility inspections by Safety Committee to minimize unsafe conditions	Number of identified unsafe practices eliminated	1	1
Reduce the number and the cost of worker compensation claims	Number of accidents	3	2
	Time loss (days)	2	0
	Annual cost of worker compensation claims	\$300	\$0

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.

2014-15 Highlights

- Redesigned the City’s website with a new look and feel
- Replaced all of the major Audio/Video equipment at City Hall
- Upgraded the cable access equipment to support a digital high definition format
- Implemented a new IT Service Management application used to monitor and track IT operations
- Replaced all security cameras at the Police department and City Hall
- Configured and Installed all IT system for the new Arts Center
- Assisted Public Works with the Automated Meter Reading project
- Continued working with the School District to develop their new video program

2015-16 Goals

- Broadcast live City Council meetings (City-wide Value – Citizen Participation)
- Complete the replacement of the remaining Audio/Video equipment (City-wide Value – Quality Services)
- Upgrade the cable access playout server to support high definition (City-wide Value – Quality Services)
- Move all city users to Office 365 (City-wide Value – Fiscal Responsibility)
- Continue security improvements and perform a security audit (City-wide Value – Fiscal Responsibility)

Performance Measures

Strategy	Measures	FY15 Projected	FY16 Projected
Effectively maintain and support computer and informational systems throughout the City	Major Software Applications Supported	65	67
	Computer Systems Supported	230	240
	Network Systems Supported	50	52
	General Fund FTE	3.5	3.85
	Gigabytes of data maintained and protected	5,500 GB	7,000 GB
Productivity Through IT Service Management process improvement	Help desk tickets submitted	900	1,200
	Help desk tickets resolved within 30 min.	No Data	50%
	Satisfaction Rate: Good or better	No Data	85%
	Training Hours	No Data	40

Finance

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

2014-15 Highlights

- Received the GFOA Budget Award for the Fiscal Year 2014-15 budget document
- Received the GFOA Award for Excellence in Financial Reporting for FY2013-14
- Managed finances as to keep the General Fund ending fund balance above the 20% goal for the sixth consecutive year.

2015-16 Goals

- Complete the implementation of the new Finance Software System (City-wide Value – Fiscal Responsibility)
- Begin the creation of a new Contracting and Procurement process (City-wide Value – Fiscal Responsibility)

Performance Measures

Strategy	Measures	FY15 Projected	FY16 Projected
Maintain high levels of financial integrity	Independent auditor opinion	Unqualified	Unqualified
	Number of GFOA reviewer comments on the CAFR	2	1
Deliver efficient, effective financial services	Credit rating	A1	A1
	Actual cost to deliver financial services	\$495,000	\$538,700
	Cost to deliver financial services as a % of total City budget	2%	1.9%

Municipal Court

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

2014-15 Highlights

- Added Pro Tem Judges to complete the staffing needs of the Municipal Court
- Changed Municipal Court hours to allow for efficiency and timely response to customers
- Upgraded the Court software
- Changed the Court phone software to provide better service to customers

2015-16 Goals

- Provide an Amnesty opportunity (City-wide Value – Fiscal Responsibility and Quality Services)

Performance Measures

Strategy	Measures	FY15 Projected	FY16 Projected
Manage an efficient and effective Municipal Court	Traffic violations	9,000	11,000
	Parking violations	65	100
	City Ordinance violations	15	25
	Total violations processed	9,080	11,125
	Number of court staff	3.3	3.5
	Number of violations processed annually per clerk	2,752	3,179
	Operating expenses	\$556,953	\$593,811
	Operating expenses per processed violation	\$61.34	\$53.38

Community Development

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

2012-13 Actual	2013-14 Actual	2014-15 Budget		2015-16 Proposed	2015-16 Approved	2015-16 Adopted
			Revenue			
-	-	60,000	Licenses and Permits	63,000	63,000	63,000
28,237	16,453	283,846	Intergovernmental	202,147	202,147	202,147
481,848	686,630	489,281	Charges for Services	424,373	424,373	424,373
150,799	270,878	112,450	Infrastructure & Development fees	335,575	335,575	335,575
-	-	2,500	Other Revenue	800	800	800
<u>660,884</u>	<u>973,961</u>	<u>948,077</u>	Total revenue	<u>1,025,895</u>	<u>1,025,895</u>	<u>1,025,895</u>
			Expenditures			
879,003	968,376	1,154,540	Personal services	1,210,895	1,210,895	1,210,895
(844)	158,177	253,209	Materials and services	328,546	328,546	328,546
<u>878,160</u>	<u>1,126,553</u>	<u>1,407,749</u>	Total expenditures	<u>1,539,441</u>	<u>1,539,441</u>	<u>1,539,441</u>
8.6	9.7	10.0	FTE	12.8	12.8	12.8

Planning

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

2014-15 Highlights

- Participated in the Southwest Corridor Planning process
- Completed the Code and Comprehensive Plan Amendments for the TSP update
- Involved the public on policy issues through a series of open houses
- Coordinated and participated with regional partners on issues of importance
- 2014 Code updates
- Completion of regulations for medical marijuana dispensaries
- Completion of the CET Grant for the Tonquin Employment Area Implementation Plan

2015-16 Goals

- Complete the Sherwood West Preliminary Concept Plan/Housing Needs Analysis (City-wide Goal – Livability)
- Design, engineer, and permit phase 1 of the Cedar Creek Trail (City-wide Goal – Infrastructure)
- Assist Engineering staff with updates to the sewer and storm master plans (City-wide Goal – Infrastructure)
- Complete regulations for recreational marijuana and marijuana related uses (City-wide Goal – Resident Well Being)
- Update Old Town Design Guidelines (City-wide Goal – Infrastructure)
- Environmental review of the Tannery site (City-wide Goal – Infrastructure)
- Complete a work program for a Comprehensive Plan Update (City-wide Goal – Livability)

Performance Measures

Strategy	Measures	FY15 Projected	FY16 Projected
Meet State mandated deadlines for land use decisions and produce sound decisions	Perform completeness review within 30 days of submittal	99%	100%
	Produce decisions within 120 days unless an extension was granted	100%	100%
	Total number of site plan review applications	5	3
	Land use decisions made by City staff	22	10
	Land use decisions made by Planning Commission	8	6
	Land use decisions made by City Council	4	2
	Number of land use appeals	2	3
	% of staff recommendations upheld on appeal	100%	100%
Improve clarity and effectiveness of the Community Dev. Code	Major code amendment projects undertaken	1	1
	Routine code update/refinement projects	1	1

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.

2014-15 Highlights

- Issued permits, completed required inspections, and granted occupancy approval for 12 new tenant spaces in the Parkway Village commercial complex
- Approved occupancy for the new Sherwood Center for the Arts
- Completed occupancy approval for the Rychlick Farms and the Daybreak residential subdivisions

2015-16 Goals

- Complete re-organization of permit files, archiving, and document retention (City-wide Value – Quality Services)
- Complete state mandated training for staff (City-wide Value – Quality Services)

Performance Measures

Strategy	Measures	FY15 Projected	FY16 Projected
Provide timely service	Building inspection performed same day	100%	100%
	Plan review turnaround within 2 weeks’ time for single family homes	97%	100%
	Plan review turnaround within 2 weeks’ time for commercial improvements	98%	100%
	Plan review turnaround within 4 weeks’ time for new commercial buildings	100%	100%
Identify and track workload measures to enable appropriate staffing	Total number of permits	510	540
	New single-family homes	28	65
	New Multi-family homes	12	6
	Residential remodel/additions	20	15
	New commercial buildings	2	4
	Commercial tenant improvements	45	10
	Miscellaneous (Mech, Plumb, AS)	403	440
Number of inspections	2,160	2,300	

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 inspections on the construction of public infrastructure projects to ensure that these facilities meet the City’s standards for materials and installation. Engineering issues right-of-way permits for all work performed within the public right-of-way, and oversees erosion and sediment runoff control on any construction activity within the City. The department also provides estimates and final SDC fee assessments on private development projects.

2014-15 Highlights

- Managed construction of the Sherwood Center for the Arts
- Completed the TSP update with funding from an ODOT grant
- Managed construction of the Tonquin Employment Area Sanitary Sewer Upgrade
- Mitigated impacts of Langer Farms Parkway North on adjacent property owners
- Coordinated with developers on private development projects, including 2 subdivisions
- Coordinated with Washington County and other agencies on transportation issues
- Provided review and approval for several smaller private development projects
- Responded to citizen concerns regarding traffic and pedestrian issues

2015-16 Goals

- Complete the Sanitary and Storm Master Plan updates (City-wide Goal – Infrastructure)
- Complete an SDC and rate study for transportation, sanitary, and storm (City-wide Value – Fiscal Responsibility)
- Create a traffic calming program to respond to citizen transportation concerns (City-wide Goal – Public Safety)

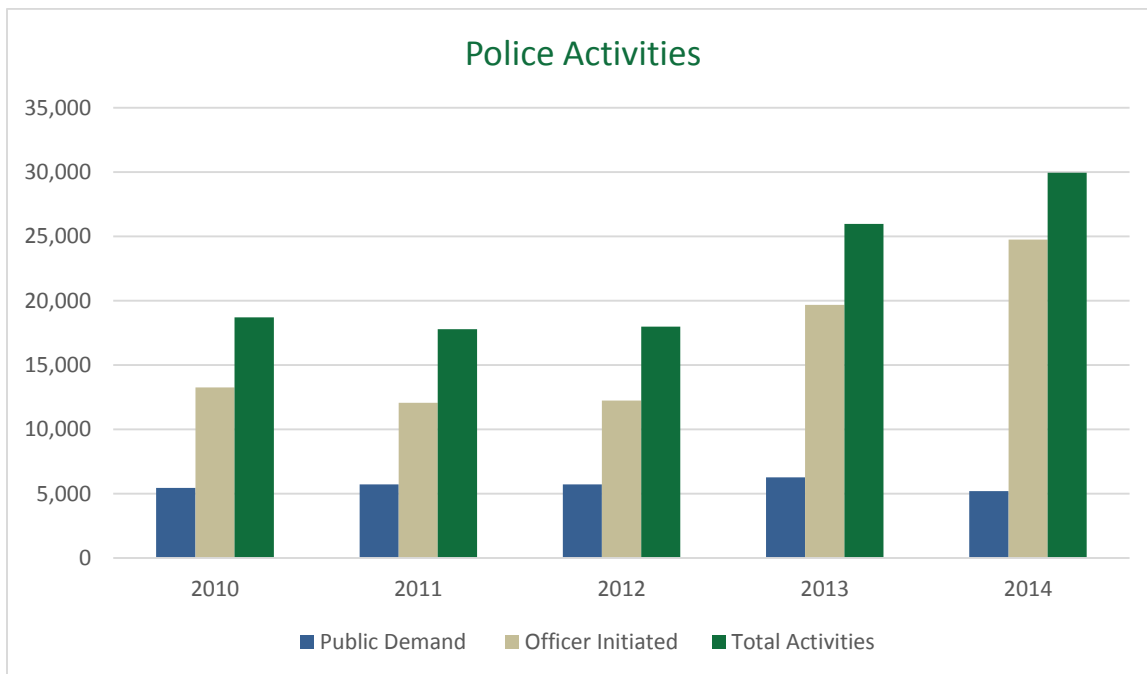
Performance Measures

Strategy	Measures	FY15 Projected	FY16 Projected
Provide professional infrastructure design and management services	Capital projects designed, managed, and/or inspected	12	12
	Public improvement projects managed & inspected	6	8
	Private development pre-applications reviewed	12	15
	Private development applications reviewed for final approval	10	12
Protect infrastructure and right-of-ways. Enforce engineering design and construction standards	Right-of-way permits issued	50	60
	SFR lot ESC plan reviews performed	25	30
	SFR lot ESC inspections performed	50	60
	ESC inspections performed under Compliance Agreement projects	100	150

Police

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

2012-13 Actual	2013-14 Actual	2014-15 Budget		2015-16 Proposed	2015-16 Approved	2015-16 Adopted
Revenue						
12,975	11,225	-	Licenses and Permits	2,000	2,000	2,000
74,721	64,172	70,280	Intergovernmental	67,012	67,012	67,012
7,344	7,216	6,000	Charges for Services	7,500	7,500	7,500
36,263	1,375	1,500	Other Revenue	6,000	6,000	6,000
131,303	83,988	77,780	Total revenue	82,512	82,512	82,512
Expenditures						
2,728,948	2,951,338	3,071,228	Personal services	3,191,728	3,191,728	3,191,728
447,262	493,454	463,244	Materials and services	486,102	486,102	486,102
56,506	52,336	61,000	Capital outlay	10,000	10,000	10,000
3,232,717	3,497,128	3,595,472	Total expenditures	3,687,830	3,687,830	3,687,830
25.6	26.6	25.6	FTE	26.1	26.1	26.1



Police

2014-15 Highlights

- Checked 165 child car seats, assisted 106 parents during 3 free Child Safety Seat clinics and 54 appointments at the police department and distributed 15 seats to low income families
- Participated in 15+ community events, including our 1st ever National Night Out, which drew approximately 100 citizens
- Increased our community engagement through Facebook and Twitter, and began our 1st ever door-to-door neighborhood conversations

2014-15 Goals

- Work with the Police Advisory Board to determine future police staffing based on community needs and expectations (City-wide Goal – Public Safety)
- Continue community engagement by completing 1,000 door-to-door neighborhood conversations (City-wide Value – Citizen Participation)
- Complete the conversion to RegJin, including full implementation of paperless reporting (City-wide Value – Quality Services and Fiscal Responsibility)

Performance Measures

Strategy	Measures	2014 Actual	2015 Projected
Maintain a patrol staffing level that meets response time goals to P1-3 calls: P1=3:30 P2=4:00 P3=5:00	Number of Priority-1 calls	41	45
	Average response time to Priority-1 calls	3:32	3:30
	Number of Priority-2 calls	878	900
	Average response time to Priority-2 calls	3:59	4:15
	Number of Priority-3 calls	5,166	5,500
	Average response time to priority-3 calls	5:46	6:00
	Number of sworn officers	22	23
	Population served	18,575	19,000
Maintain safety through proactive activities	Sworn officers per thousand population	1.18	1.20
	Number of proactive activities	24,752	24,500
	Business & residential premise checks	3,303	3,000
	Focused & directed patrols	3,145	3,000
	Total all calls & activities	29,967	30,000
	Average calls/activities per day	82	82

Community Services

The Community Services Division encompasses Library services, the Sherwood Old Town Field House operations, the Sherwood Center for the Arts, volunteer services, field and gym scheduling, and the coordinating and planning of various events. As part of the Washington County Cooperative Library Services (WCCLS), the Sherwood Library provides access to resources from all 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. The Center for the Arts opened in February 2015 and features a 393 seat theater/multi-purpose space and two classrooms.

2012-13 Actual	2013-14 Actual	2014-15 Budget		2015-16 Proposed	2015-16 Approved	2015-16 Adopted
			Revenue			
722,834	741,151	759,573	Intergovernmental	778,757	778,757	778,757
240,770	269,190	220,560	Charges for Services	286,060	286,060	286,060
39,089	35,517	163,400	Fines, Interest, and Other	106,800	106,800	106,800
<u>1,002,692</u>	<u>1,045,858</u>	<u>1,143,533</u>	Total revenue	<u>1,171,617</u>	<u>1,171,617</u>	<u>1,171,617</u>
			Expenditures			
982,386	1,026,631	1,180,093	Personal services	1,415,489	1,415,489	1,415,489
199,428	213,310	288,145	Materials and services	301,878	301,878	301,878
<u>1,181,814</u>	<u>1,239,941</u>	<u>1,468,238</u>	Total expenditures	<u>1,717,367</u>	<u>1,717,367</u>	<u>1,717,367</u>
13.4	13.8	14.8	FTE	18.3	18.3	18.3

Library

Sherwood Public Library supports life-long learning for patrons from birth through adulthood for over 22,000 people. As a member of Washington County Cooperative Library Services, Sherwood Public Library offers access to 1.6 million items, 60,000 e-books and digital audiobooks, and 18 databases. The local collection provides over 46,000 books, Blu-Rays, DVDs, CDs, books on CD, magazines and newspapers, and Internet access at 13 public computers.

2014-15 Highlights

- The Library welcomed 23,000 visits per month—274,148 total visits last year
- The Library is open to the public seven days a week, 60 hours a week, 354 days
- Total annual circulation of library materials was 367,240
- Library account activity has risen an average of 28% each month
- Sherwood patrons checked out an average of 31 items per year
- Added 5,407 items to the local collection and a deeper Spanish-language collection
- Received 2,037 hours of volunteer support in 2014 for library tasks
- Offered 449 programs in 2014 for patrons of all ages, with 12,887 people in attendance
- Library staff answered over 600 reference questions per month
- Developed partnerships with the Sherwood School District, Sherwood Main Street, Chamber of Commerce, YMCA, Voices for the Performing Arts and Center for the Arts

2015-16 Goals

- Expand programming—especially for school-aged children, teens and adults (City-wide Goal – Resident Well Being)
- Develop a schedule to evaluate, weed and supplement all print and media collections (City-wide Value – Quality Services)
- Promote discovery of our existing collection with more displays and improved layout (City-wide Value – Quality Services)
- Increase volunteer opportunities for teens and adults (City-wide Value – Citizen Participation)
- Continue to increase partnerships, outreach and involvement in community events (City-wide Value – Community Partnerships)

Performance Measures

Strategy	Measures	FY15 Projected	FY16 Projected
Increase programs for school-aged children, teens and adults	Number of programs for school-aged children and teens	74	100
	School-aged program attendance	515	775
	Number of programs for adults	29	35
	Adult program attendance	1,260	1,325
Increase volunteer opportunities	Number of volunteer hours	2,100	2,200

Events and Volunteers

The Events and Volunteers department is responsible for planning and implementing the volunteer program, issuing Special Event Permits, coordinating events such as Music on the Green, Community Services Fair, Veterans Day Celebration, and Trashpalooza and serves as a liaison to the Marjorie Stewart Center and other community groups.

2014-15 Highlights

- Coordinated volunteer program. Volunteers contributed a total of 3,745 hours, equivalent to 1.80 FTE (does not include Police Chaplain hours)
- Coordinated and offered 7 weeks of Music on the Green concerts at Stella Olsen Park to approximately 1,300 people each week
- Coordinated annual Veterans Day Ceremony
- Managed, developed and implemented city-wide special events including the Community Services Fair, Missoula Children’s Theatre and Pix on the Plaza
- Processed and issued 32 Special Event Permit applications, 54 monument requests, and 43 reader board requests
- Acted as liaison to community groups such as Saturday Market, the Historical Society, Friends of the Senior Center, Loaves and Fishes and the Robin Hood Festival Association
- Secured presenting sponsor for Music on the Green
- Coordinated various Eagle Scout projects, Adopt a Road Clean-Ups and Trashpalooza

2015-16 Goals

- Develop Adopt A Park/Trail program (City-wide Value – Community Pride)
- Research starting a Community Garden Program (City-wide Value – Community Livability)
- Secure presenting sponsors for Music on the Green and Movies in the Park (City-wide Value – Quality Services)

Performance Measures

Strategy	Measures	FY15 Projected	FY16 Projected
Increase city-wide volunteer opportunities	Volunteer Hours	3,745	4,150
Accommodate special events and festivals	Special Event Permits Issued	31	35
Increase attendance at City sponsored events	Attendance at Music on the Green	9,100	9,500
	Attendance at Movies in the Park	1,800	2,000

Field House and Sports Recreation

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

2014-15 Highlights

- Rented the Field House for 60 hours of baseball and softball clinics
- Managed four nights a week of adult leagues
- Offered 2 sessions of youth soccer with over 20 teams each session
- Coordinated practice and game space for 13 different youth clubs
- Managed the sports and gyms IGA between the City and the school district

2015-16 Goals

- Increase service to 22,000 people (City-wide Goal – Resident Well Being)
- Add a fifth night of adult leagues (City-wide Goal – Resident Well Being)
- Maximize the use of field and gym space beyond the youth sports leagues (City-wide Goal – Resident Well Being)

Performance Measures

Strategy	Measures	FY15 Projected	FY16 Projected
Provide quality recreational opportunities for Sherwood citizens.	Number people served in the Fieldhouse	20,000	22,000
	Number of leagues per year in the Fieldhouse	22	26
	Number of sports leagues served	13	13
	Number of children participating in sports practice and games	4,400	4,400

Sherwood Center for the Arts

The Sherwood Center for the Arts is a 393 seat theater/multi-purpose space with two classrooms and serves as a home for multiple artistic disciplines to work, perform, exhibit, and gather. The mission of the Sherwood Center for the Arts is to *Inspire, educate, and enrich the Sherwood community through diverse activities that enhance the quality of life.*

2014-15 Highlights

- Opened the Center for the Arts with a Grand Opening Event
- Hired Center Manager
- Created policies and procedures for the operations

2015-16 Goals

- Launch Arts Education Program at the Center (City-wide Value – Community Livability)
- Hold first Annual Gala for the Arts Event (City-wide Value – Community Livability)
- Develop Fundraising Program to support the Center for the Arts (City-wide Value – Community Partnerships)

Performance Measures

Strategy	Measures	FY15 Projected	FY16 Projected
Provide an opportunity for a broad spectrum of artistic showcases	Number of registrations for classes, workshops or camps	150	200
	Number of facility rentals	30	35
	Number of tickets sold to Center sponsored events	1,850	2,000
	Number of attendees for visiting events	3,500	4,000

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.

2012-13 Actual	2013-14 Actual	2014-15 Budget		2015-16 Proposed	2015-16 Approved	2015-16 Adopted
			Revenue			
160,878	233,492	247,500	Intergovernmental	240,000	240,000	240,000
6,220	7,670	5,500	Charges for Services	14,500	14,500	14,500
22,793	23,702	18,000	Other Revenue	20,500	20,500	20,500
-	-	-	Transfers in & Other Sources	84,870	84,870	84,870
<u>189,892</u>	<u>264,864</u>	<u>271,000</u>	Total revenue	<u>359,870</u>	<u>359,870</u>	<u>359,870</u>
			Expenditures			
748,287	843,667	955,400	Personal services	1,019,729	1,019,729	1,019,729
634,595	678,303	828,584	Materials and services	1,113,752	1,113,752	1,113,752
43,684	15,192	253,500	Capital outlay	153,500	153,500	153,500
-	-	-	Transfers out & Other Sources	18,000	18,000	18,000
<u>1,426,566</u>	<u>1,537,162</u>	<u>2,037,484</u>	Total expenditures	<u>2,304,981</u>	<u>2,304,981</u>	<u>2,304,981</u>
10.9	11.9	13.6	FTE	13.6	13.6	13.6

Facilities

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

2014-15 Highlights

- Completed annual requirements for reporting to the State
- Completed set up and take down for Kids Reading, City Council, Planning Commission, Court and other Library events 184 times during the year
- Completed weekly inspections of all city facilities
- Completed inspections of all contracted work

2015-16 Goals

- Sealcoat and repair YMCA Parking Lot (City-wide Goal – Infrastructure)
- Remove/replace 25 trees in poor condition at YMCA (City-wide Goal – Infrastructure)
- Replace two HVAC units at Senior Center (City-wide Goal – Infrastructure)
- Replace back patio at Senior Center (City-wide Goal – Infrastructure)
- Replace artificial turf at Fieldhouse (City-wide Goal – Infrastructure)
- Maintain New Sherwood Center for the Arts (City-wide Goal – Infrastructure)

Performance Measures

Strategy	Measures	FY15 Projected	FY16 Projected
Provide attractive, clean, safe, and well maintained facilities for the public and city employees	Number of facility inspections per month	4	4
	Number of OSHA or safety violations reported	0	0
	Met requirements for meeting set-up and tear-down as requested	100%	100%
	Number of insurance claims involving City facilities	1	1

Fleet and Equipment

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

2014-15 Highlights

- Completed annual requirements for reporting to the State
- Purchased 100% of budgeted equipment
- Implemented a Citywide Fuel Program
- Implemented a Small Equipment Replacement Program

2015-16 Goals

- Meet annual state requirements (City-wide Goal – Infrastructure)
- Produce detailed cost reports to each division for fleet costs (City-wide Value – Fiscal Responsibility)
- Look at ways to improve sustainable practices (City-wide Value – Community Livability)
- Minimize percentage of fleet vehicles or equipment that are out of service at any time (City-wide Goal – Infrastructure)

Performance Measures

Strategy	Measures	FY15 Projected	FY16 Projected
Maintain City’s fleet of vehicles and equipment at a high level of quality with minimal cost	Number of scheduled vehicle maintenance work orders	57	85
	Number of scheduled equipment maintenance work orders	22	40
	Total number of equipment work orders	241	260
	Total number of vehicle work orders	339	360
	Maximum percentage of fleet vehicles that are out of service at any given time (Goal: %5 or less)	Not available	5%

Parks Maintenance

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

2014-15 Highlights

- Completed weekly playground inspections
- Completed trash pickup three times a week during peak usage
- Maintained 8,116 irrigation heads
- Completed striping and prep of athletic fields for schools and leagues
- Completed 127 park reservations
- 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 37 weeks out of the year
- Maintained 2 water features

2015-16 Goals

- Construct Dog Park at Snyder Park (City-wide Goal – Infrastructure)
- Replace pitcher’s mound and turf around mound at Snyder Park (City-wide Goal – Infrastructure)
- Provide weekly playground inspections (City-wide Goal – Infrastructure)
- Provide weekly mowing at parks and athletic fields (City-wide Goal – Infrastructure)
- Provide 7-day/week staffing during peak season (City-wide Goal – Infrastructure)

Performance Measures

Strategy	Measures	FY15 Projected	FY16 Projected
Support and maintain parks, recreation land, and natural areas	Developed park acres	56.61	56.61
	Restrooms cleaned daily	7	7
	Number of park reservations	136	140
	Number of sports fields maintained (multi use)	24	24
	Number of playgrounds inspected weekly	9	9

Budget Detail

Debt Service Fund

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.

2012-13 Actual	2013-14 Actual	2014-15 Budget		2015-16 Proposed	2015-16 Approved	2015-16 Adopted
RESOURCES						
\$ 49,241	\$ 8,432	\$ 8,464	Beginning fund balance	\$ 1,637	\$ 1,637	\$ 1,637
Revenue						
850,000	892,000	885,930	Taxes	897,582	897,582	897,582
1,816	1,638	-	Fines, interest and other	-	-	-
851,816	893,638	885,930	Total revenue	897,582	897,582	897,582
901,057	902,070	894,394	Total resources	899,219	899,219	899,219
UNALLOCATED REQUIREMENTS						
Debt service						
525,000	540,000	560,000	Principal - 2004 A&B refunding	585,000	585,000	585,000
210,000	215,000	220,000	Principal - 2011 Police Ref GO	225,000	225,000	225,000
97,825	81,419	63,194	Interest - 2004 A&B refunding	43,594	43,594	43,594
59,800	55,550	51,200	Interest - 2011 Police Ref GO	45,625	45,625	45,625
892,625	891,969	894,394	Total debt service	899,219	899,219	899,219
8,432	10,101	-	Ending Fund Balance	-	-	-
-	-	-	Reserved for Future Years	0	0	0
901,057	902,070	894,394	Total requirements	899,219	899,219	899,219

FY2015-16 General Construction Projects

- Cedar Creek Trail Segment 8
- Woodhaven Park Phase 2 Construction
- Parks Master Plan Update
- Snyder Park Dog Park

For a complete description of these projects see page 38.

2012-13 Actual	2013-14 Actual	2014-15 Budget		2015-16 Proposed	2015-16 Approved	2015-16 Adopted
\$ 585,763	\$ 722,727	\$1,228,391	RESOURCES			
			Beginning fund balance	\$ 1,142,410	\$ 1,142,410	\$1,142,410
			Revenue			
73,941	105,659	-	Intergovernmental	70,000	70,000	70,000
-	4,440	12,000	Charges for services	16,000	16,000	16,000
194,482	985,839	266,000	Infrastructure development	785,000	785,000	785,000
33,245	76,513	775	Fines, interest and other	8,000	8,000	8,000
301,668	1,172,450	278,775	Total revenue	879,000	879,000	879,000
			Other sources			
339,426	106,239	235,000	Transfers in	793,000	793,000	793,000
339,426	106,239	235,000	Total other sources	793,000	793,000	793,000
1,226,856	2,001,416	1,742,166	Total resources	2,814,410	2,814,410	2,814,410
			REQUIREMENTS			
			Expenditures			
			Personal services			
20,405	24,601	23,864	Salaries and wages	60,317	60,317	60,317
1,678	2,049	4,146	Payroll taxes	6,225	6,225	6,225
8,761	9,191	17,743	Benefits	24,077	24,077	24,077
30,844	35,842	45,753	Total personal services	90,619	90,619	90,619
			Materials and services			
3,222	360	100,000	Professional & technical	175,000	175,000	175,000
1,050	54	50	Other purchased services	125	125	125
-	-	-	Supplies	70,000	70,000	70,000
555	-	-	Minor equipment	40,000	40,000	40,000
31,566	21,688	79,901	Other materials & services	48,086	48,086	48,086
36,393	22,102	179,951	Total materials & services	333,211	333,211	333,211
			Capital outlay			
251,949	113,697	499,759	Infrastructure	1,739,023	1,739,023	1,739,023
136,111	223,923	-	Other improvements	-	-	-
-	-	250,000	Furniture and equipment	120,508	120,508	120,508
388,060	337,620	749,759	Total capital outlay	1,859,531	1,859,531	1,859,531
455,297	395,563	975,463	Total expenditures	2,283,361	2,283,361	2,283,361
			Debt service			
38,700	39,990	42,570	Principal	43,860	43,860	43,860
10,133	8,114	5,963	Interest	3,677	3,677	3,677
48,833	48,104	48,533	Total debt service	47,537	47,537	47,537
722,727	1,557,749	-	Ending Fund Balance	-	-	-
-	-	718,170	Reserved for Future Years	483,512	483,512	483,512
1,226,856	2,001,416	1,742,166	Total requirements	2,814,410	2,814,410	2,814,410
0.2	0.3	0.6	FTE	0.7	0.7	0.7

Budget Detail

Street Operations Fund

Street Operations

2012-13 Actual	2013-14 Actual	2014-15 Budget		2015-16 Proposed	2015-16 Approved	2015-16 Adopted
\$ 987,889	\$1,284,920	\$1,400,192	RESOURCES			
			Beginning fund balance	\$ 1,141,998	\$ 1,141,998	\$1,141,998
			Revenue			
1,064,631	1,125,439	1,149,552	Intergovernmental	1,140,000	1,140,000	1,140,000
568,587	578,413	542,880	Charges for services	576,000	576,000	576,000
2,917	17,673	2,000	Infrastructure development	-	-	-
6,325	6,760	6,200	Fines, interest and other	8,000	8,000	8,000
<u>1,642,460</u>	<u>1,728,285</u>	<u>1,700,632</u>	Total revenue	<u>1,724,000</u>	<u>1,724,000</u>	<u>1,724,000</u>
2,630,349	3,013,205	3,100,824	Total resources	2,865,998	2,865,998	2,865,998
			REQUIREMENTS			
			Expenditures			
			Personal services			
196,675	198,214	230,528	Salaries and wages	254,196	254,196	254,196
16,651	22,939	29,529	Payroll taxes	30,647	30,647	30,647
84,438	84,942	87,670	Benefits	99,762	99,762	99,762
<u>297,763</u>	<u>306,095</u>	<u>347,727</u>	Total personal services	<u>384,605</u>	<u>384,605</u>	<u>384,605</u>
			Materials and services			
111,739	108,265	211,700	Professional & technical	115,250	115,250	115,250
332,152	848,056	1,316,380	Facility and equipment	1,351,037	1,351,037	1,351,037
12,678	19,830	29,374	Other purchased services	30,015	30,015	30,015
48,059	35,812	65,500	Supplies	67,700	67,700	67,700
7,485	2,031	4,500	Minor equipment	5,000	5,000	5,000
144,206	138,665	173,088	Other materials & services	191,072	191,072	191,072
<u>656,319</u>	<u>1,152,658</u>	<u>1,800,542</u>	Total materials & services	<u>1,760,074</u>	<u>1,760,074</u>	<u>1,760,074</u>
			Capital outlay			
391,348	-	-	Infrastructure	65,000	65,000	65,000
-	5,999	40,000	Furniture and equipment	-	-	-
<u>391,348</u>	<u>5,999</u>	<u>40,000</u>	Total capital outlay	<u>65,000</u>	<u>65,000</u>	<u>65,000</u>
<u>1,345,430</u>	<u>1,464,752</u>	<u>2,188,269</u>	Total expenditures	<u>2,209,679</u>	<u>2,209,679</u>	<u>2,209,679</u>
			Other uses			
-	-	-	Transfers out	18,859	18,859	18,859
<u>-</u>	<u>-</u>	<u>-</u>	Total other uses	<u>18,859</u>	<u>18,859</u>	<u>18,859</u>
1,284,920	1,548,453	-	Ending Fund Balance	-	-	-
-	-	85,782	Contingency	86,200	86,200	86,200
-	-	94,000	Reserved for Future Years - Maint.	25,000	25,000	25,000
-	-	732,773	Reserved for Future Years	526,260	526,260	526,260
2,630,349	3,013,205	3,100,824	Total requirements	2,865,998	2,865,998	2,865,998
3.8	3.5	4.2	FTE	4.5	4.5	4.5

Street Operations

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

2014-15 Highlights

- Responded to all storm events
- Replaced 156 Street Name Signs
- Paved Lincoln Street, April Court and Sunset Blvd between Heatherwood and Hwy 99
- Completed 65,961 feet of crack sealing and 48,387 square yards of slurry seal
- Completed landscape right-of-way maintenance
- Completed inspection of all contract work
- Continued the Sidewalk program, working with property owners to complete 349 sidewalk deficiencies
- Continued Tree Trimming program

2015-16 Goals

- Start a wooden light pole program (City-wide Goal – Infrastructure)
- Pavement Management Program projects/slurry seal (City-wide Goal – Infrastructure)
- Replace 1/4 of City’s street name signs (City-wide Goal – Infrastructure)
- Sidewalk Replacement Program (City-wide Goal – Infrastructure)

Performance Measures

Strategy	Measures	FY15 Projected	FY16 Projected
Maintain roads and right-of-way to the highest quality standard	City-wide average PCI rating	80	80
	Number of streets reconstructed	3	2
	Number of street segments slurry sealed	25	47
	Feet of cracks sealed	65,961	70,000
Maintain street signage and striping for safety	Number of signs updated	43	55
	Number of street miles restriped	15.37	15.37
	Number of thermo-plastic street legends installed or replaced	45	50

FY2015-16 Street Capital Projects

- Sherwood TSP Implementation Refinement, SDC, and Rate Study Project
- Meinecke/Hwy 99W Intersection Improvements
- Sunset/Pine St Intersection Improvements
- Oregon St/Tonquin Rd Predesign Project

For a complete description of these projects see page 38.

2012-13 Actual	2013-14 Actual	2014-15 Budget		2015-16 Proposed	2015-16 Approved	2015-16 Adopted
\$2,335,297	\$2,195,410	\$2,999,090	RESOURCES			
			Beginning fund balance	\$ 2,984,122	\$ 2,984,122	\$2,984,122
			Revenue			
53,110	53,091	50,000	Charges for services	50,000	50,000	50,000
318,002	1,561,856	892,000	Infrastructure development	1,794,000	1,794,000	1,794,000
16,922	14,858	2,000	Fines, interest and other	10,000	10,000	10,000
388,034	1,629,805	944,000	Total revenue	1,854,000	1,854,000	1,854,000
			Other sources			
50,000	-	-	Transfers in	-	-	-
50,000	-	-	Total other sources	-	-	-
2,773,331	3,825,215	3,943,090	Total resources	4,838,122	4,838,122	4,838,122
			REQUIREMENTS			
			Expenditures			
			Personal services			
63,023	45,677	20,311	Salaries and wages	6,053	6,053	6,053
5,258	3,809	2,087	Payroll taxes	587	587	587
22,845	17,097	7,404	Benefits	2,274	2,274	2,274
91,126	66,583	29,802	Total personal services	8,914	8,914	8,914
			Materials and services			
9,100	2,887	135,000	Professional & technical	76,580	76,580	76,580
300	324	98	Other purchased services	48	48	48
79,609	44,782	25,947	Other materials & services	4,473	4,473	4,473
89,009	47,993	161,045	Total materials & services	81,101	81,101	81,101
			Capital outlay			
-	-	890,000	Land	-	-	-
397,786	293,058	40,000	Infrastructure	1,295,500	395,500	395,500
397,786	293,058	930,000	Total capital outlay	1,295,500	395,500	395,500
577,921	407,633	1,120,847	Total expenditures	1,385,515	485,515	485,515
			Other uses			
-	216,198	200,000	Transfers out	650,000	650,000	650,000
-	216,198	200,000	Total other uses	650,000	650,000	650,000
2,195,410	3,201,383	-	Ending Fund Balance	-	-	-
-	-	2,622,243	Reserved for Future Years	2,802,607	3,702,607	3,702,607
2,773,331	3,825,215	3,943,090	Total requirements	4,838,122	4,838,122	4,838,122
0.9	0.7	0.2	FTE	0.1	0.1	0.1

Budget Detail

Water Fund in Total

Water Fund in Total

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

2012-13 Actual	2013-14 Actual	2014-15 Budget		2015-16 Proposed	2015-16 Approved	2015-16 Adopted
\$ 8,676,393	\$ 6,320,588	\$ 8,179,668	RESOURCES			
			Beginning fund balance	\$ 7,918,805	\$ 7,918,805	\$ 7,918,805
			Revenue			
-	1,390,365	-	Intergovernmental	-	-	-
4,511,739	4,436,294	4,386,317	Charges for services	4,304,000	4,304,000	4,304,000
453,232	713,041	379,720	Infrastructure development	1,014,300	1,014,300	1,014,300
49,978	36,829	22,415	Fines, interest and other	40,000	40,000	40,000
5,014,949	6,576,529	4,788,452	Total revenue	5,358,300	5,358,300	5,358,300
13,691,342	12,897,117	12,968,120	Total resources	13,277,105	13,277,105	13,277,105
			REQUIREMENTS			
			Expenditures			
			Personal services			
392,658	367,133	392,826	Salaries and wages	429,534	429,534	429,534
40,131	36,693	47,128	Payroll taxes	46,763	46,763	46,763
169,046	158,520	166,471	Benefits	184,211	184,211	184,211
601,835	562,346	606,425	Total personal services	660,508	660,508	660,508
			Materials and services			
1,451,969	976,594	1,571,937	Professional & technical	1,590,675	1,590,675	1,590,675
53,362	83,214	60,600	Facility and equipment	48,400	48,400	48,400
401,428	336,811	359,358	Other purchased services	375,910	375,910	375,910
87,276	382,598	769,800	Supplies	696,900	696,900	696,900
1,706	19,900	5,000	Minor equipment	5,000	5,000	5,000
281,718	251,656	256,500	Other materials & services	305,731	305,731	305,731
2,277,459	2,050,773	3,023,195	Total materials & services	3,022,616	3,022,616	3,022,616
			Capital outlay			
2,603,193	-	25,000	Infrastructure	282,000	282,000	282,000
-	9,985	-	Vehicles	-	-	-
-	12,264	-	Furniture and equipment	-	-	-
2,603,193	22,249	25,000	Total capital outlay	282,000	282,000	282,000
5,482,487	2,635,368	3,654,620	Total expenditures	3,965,124	3,965,124	3,965,124
			Debt service			
824,425	850,621	872,415	Principal	899,829	899,829	899,829
1,013,843	989,946	965,253	Interest	939,838	939,838	939,838
1,838,268	1,840,568	1,837,668	Total debt service	1,839,667	1,839,667	1,839,667
			Other uses			
50,000	-	-	Transfers out	20,975	20,975	20,975
50,000	-	-	Total other uses	20,975	20,975	20,975
6,320,588	8,421,181	-	Ending Fund Balance	-	-	-
-	-	218,722	Contingency	369,159	369,159	369,159
-	-	130,000	Reserved for Future Years - Maint	30,000	30,000	30,000
-	-	2,503,619	Reserved for Future Years - Ops	1,423,657	1,423,657	1,423,657
-	-	4,623,491	Reserved for Future Years - Cap	5,628,523	5,628,523	5,628,523
13,691,342	12,897,117	12,968,120	Total requirements	13,277,105	13,277,105	13,277,105

Budget Detail

Water Operations

Water Operations

2012-13 Actual	2013-14 Actual	2014-15 Budget		2015-16 Proposed	2015-16 Approved	2015-16 Adopted
\$4,584,184	\$4,100,333	\$4,188,413	RESOURCES			
			Beginning fund balance	\$ 3,050,177	\$ 3,050,177	\$3,050,177
			Revenue			
4,161,739	4,436,294	3,986,317	Charges for services	4,304,000	4,304,000	4,304,000
22,650	85,030	9,720	Infrastructure development	9,000	9,000	9,000
25,015	23,771	20,000	Fines, interest and other	20,000	20,000	20,000
4,209,404	4,545,095	4,016,037	Total revenue	4,333,000	4,333,000	4,333,000
8,793,588	8,645,428	8,204,450	Total resources	7,383,177	7,383,177	7,383,177
			REQUIREMENTS			
			Expenditures			
			Personal services			
389,901	367,096	380,830	Salaries and wages	426,052	426,052	426,052
39,905	36,690	45,957	Payroll taxes	46,414	46,414	46,414
167,913	158,514	161,994	Benefits	182,665	182,665	182,665
597,718	562,300	588,781	Total personal services	655,131	655,131	655,131
			Materials and services			
1,421,123	936,151	1,456,950	Professional & technical	1,590,675	1,590,675	1,590,675
53,362	83,214	60,600	Facility and equipment	48,400	48,400	48,400
401,278	336,811	359,310	Other purchased services	375,900	375,900	375,900
87,276	382,598	769,800	Supplies	696,900	696,900	696,900
1,706	19,900	5,000	Minor equipment	5,000	5,000	5,000
280,075	251,656	249,000	Other materials & services	302,713	302,713	302,713
2,244,819	2,010,330	2,900,660	Total materials & services	3,019,588	3,019,588	3,019,588
			Capital outlay			
12,450	-	25,000	Infrastructure	25,000	25,000	25,000
-	9,985	-	Vehicles	-	-	-
-	12,264	-	Furniture and equipment	-	-	-
12,450	22,249	25,000	Total capital outlay	25,000	25,000	25,000
2,854,988	2,594,879	3,514,441	Total expenditures	3,699,719	3,699,719	3,699,719
			Debt service			
824,425	850,621	872,415	Principal	899,829	899,829	899,829
1,013,843	989,946	965,253	Interest	939,838	939,838	939,838
1,838,268	1,840,568	1,837,668	Total debt service	1,839,667	1,839,667	1,839,667
			Other uses			
-	-	-	Transfers out	20,975	20,975	20,975
-	-	-	Total other uses	20,975	20,975	20,975
4,100,333	4,209,981	-	Ending Fund Balance	-	-	-
-	-	218,722	Contingency	369,159	369,159	369,159
-	-	130,000	Reserved for Future Years - Maint	30,000	30,000	30,000
-	-	2,503,619	Reserved for Future Years	1,423,657	1,423,657	1,423,657
8,793,588	8,645,428	8,204,450	Total requirements	7,383,177	7,383,177	7,383,177
7.3	6.6	6.5	FTE	7.5	7.5	7.5

Water Operations

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

2014-15 Highlights

- Completed Consumer Confidence Report
- Completed monthly meter reading
- Completed over 300 water samples
- Coordinated and managed the testing of 2,725 backflow devices

2015-16 Goals

- Maintain ground water wells as “emergency status” (City-wide Goal – Infrastructure)
- Complete AMI metering system installation (City-wide Goal – Infrastructure)
- Perform preventative maintenance on ½ of our public fire hydrants (City-wide Goal – Infrastructure)
- All backflow assembly tested annually (City-wide Goal – Infrastructure)
- Provide Uni-directional Flushing Program (City-wide Goal – Infrastructure)
- Implement recommended CIP program (City-wide Goal – Infrastructure)

Performance Measures

Strategy	Measures	FY15 Projected	FY16 Projected
Provide clean and safe water via an efficiently maintained and operated water system	Million gallons of water used city-wide annually	689	692
	Million gallons of water flushed to maintain water quality	2.5	2.5
	Number of reservoirs maintained	3	3
	Number of pump stations maintained	2	2
	Miles of water lines maintained	81	81.2
	Active service connections	5,707	5,750
	Number of water quality samples taken annually	340	370
Assure back flow prevention program is current and meets all requirements	Number of backflow systems installed within City limits	2,725	2,800
	Percentage of backflow systems tested	99.3%	100%

FY2015-16 Water Capital Projects

- Resiliency Plan
- Water Treatment Plant Master Plan
- Routine Pipe Replacement Program

For a complete description of these projects see page 36.

2012-13 Actual	2013-14 Actual	2014-15 Budget		2015-16 Proposed	2015-16 Approved	2015-16 Adopted
\$4,092,209	\$2,220,255	\$3,991,255	RESOURCES			
			Beginning fund balance	\$ 4,868,628	\$ 4,868,628	\$4,868,628
			Revenue			
-	1,390,365	-	Intergovernmental	-	-	-
350,000	-	400,000	Charges for services	-	-	-
430,582	628,011	370,000	Infrastructure development	1,005,300	1,005,300	1,005,300
24,963	13,058	2,415	Fines, interest and other	20,000	20,000	20,000
805,545	2,031,434	772,415	Total revenue	1,025,300	1,025,300	1,025,300
4,897,754	4,251,689	4,763,670	Total resources	5,893,928	5,893,928	5,893,928
			REQUIREMENTS			
			Expenditures			
			Personal services			
2,758	37	11,996	Salaries and wages	3,482	3,482	3,482
226	3	1,171	Payroll taxes	349	349	349
1,133	6	4,477	Benefits	1,546	1,546	1,546
4,116	47	17,644	Total personal services	5,377	5,377	5,377
			Materials and services			
30,846	40,443	114,987	Professional & technical	-	-	-
150	-	48	Other purchased services	10	10	10
1,643	-	7,500	Other materials & services	3,018	3,018	3,018
32,639	40,443	122,535	Total materials & services	3,028	3,028	3,028
			Capital outlay			
2,590,743	-	-	Infrastructure	257,000	257,000	257,000
2,590,743	-	-	Total capital outlay	257,000	257,000	257,000
2,627,499	40,489	140,179	Total expenditures	265,405	265,405	265,405
			Other uses			
50,000	-	-	Transfers out	-	-	-
50,000	-	-	Total other uses	-	-	-
2,220,255	4,211,200	-	Ending Fund Balance	-	-	-
-	-	4,623,491	Reserved for Future Years	5,628,523	5,628,523	5,628,523
4,897,754	4,251,689	4,763,670	Total requirements	5,893,928	5,893,928	5,893,928
0.1	-	0.2	FTE	0.1	0.1	0.1

Budget Detail

Sanitary Fund in Total

Sanitary Fund in Total

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

2012-13 Actual	2013-14 Actual	2014-15 Budget		2015-16 Proposed	2015-16 Approved	2015-16 Adopted
\$ 3,374,283	\$ 3,474,815	\$ 3,218,004	RESOURCES			
			Beginning fund balance	\$ 3,128,675	\$ 3,128,675	\$ 3,128,675
			Revenue			
51,269	416,201	151,269	Intergovernmental	40,000	40,000	40,000
554,285	575,710	571,500	Charges for services	590,800	590,800	590,800
38,704	59,565	408,150	Infrastructure development	334,200	334,200	334,200
24,052	20,487	5,160	Fines, interest and other	14,000	14,000	14,000
668,309	1,071,963	1,136,079	Total revenue	979,000	979,000	979,000
4,042,592	4,546,778	4,354,083	Total resources	4,107,675	4,107,675	4,107,675
			REQUIREMENTS			
			Expenditures			
			Personal services			
167,810	157,977	190,982	Salaries and wages	188,765	188,765	188,765
17,734	17,141	23,655	Payroll taxes	20,405	20,405	20,405
67,980	62,927	78,892	Benefits	83,159	83,159	83,159
253,525	238,046	293,529	Total personal services	292,329	292,329	292,329
			Materials and services			
37,882	19,354	225,750	Professional & technical	213,537	213,537	213,537
17,104	15,016	19,200	Facility and equipment	1,500	1,500	1,500
43,187	79,355	90,379	Other purchased services	91,327	91,327	91,327
11,600	42,187	40,550	Supplies	15,150	15,150	15,150
3,230	3,180	5,600	Minor equipment	4,100	4,100	4,100
137,639	120,481	149,681	Other materials & services	161,570	161,570	161,570
250,642	279,572	531,160	Total materials & services	487,184	487,184	487,184
			Capital outlay			
22,454	638,954	311,053	Infrastructure	254,750	254,750	254,750
-	9,985	20,000	Vehicles	-	-	-
41,157	9,999	-	Furniture and equipment	-	-	-
63,611	658,938	331,053	Total capital outlay	254,750	254,750	254,750
567,777	1,176,556	1,155,742	Total expenditures	1,034,263	1,034,263	1,034,263
			Other uses			
-	-	-	Transfers out	22,268	22,268	22,268
-	-	-	Total other uses	22,268	22,268	22,268
3,474,815	3,370,222	-	Ending Fund Balance	-	-	-
-	-	28,375	Contingency	29,815	29,815	29,815
-	-	140,000	Reserved for Future Years - Maint	30,000	30,000	30,000
-	-	87,197	Reserved for Future Years - Ops	313,236	313,236	313,236
-	-	2,942,769	Reserved for Future Years - Cap	2,678,093	2,678,093	2,678,093
4,042,592	4,546,778	4,354,083	Total requirements	4,107,675	4,107,675	4,107,675

Budget Detail

Sanitary Operations

Sanitary Operations

2012-13 Actual	2013-14 Actual	2014-15 Budget		2015-16 Proposed	2015-16 Approved	2015-16 Adopted
\$285,083	\$379,502	\$ 433,412	RESOURCES			
			Beginning fund balance	\$ 389,450	\$ 389,450	\$ 389,450
			Revenue			
554,225	575,710	571,500	Charges for services	590,800	590,800	590,800
2,859	17,179	2,500	Infrastructure development	1,500	1,500	1,500
6,299	5,693	3,500	Fines, interest and other	4,000	4,000	4,000
<u>563,383</u>	<u>598,582</u>	<u>577,500</u>	Total revenue	<u>596,300</u>	<u>596,300</u>	<u>596,300</u>
848,466	978,084	1,010,912	Total resources	985,750	985,750	985,750
			REQUIREMENTS			
			Expenditures			
			Personal services			
147,864	136,623	162,066	Salaries and wages	161,610	161,610	161,610
16,105	15,380	20,691	Payroll taxes	17,659	17,659	17,659
59,245	53,667	65,947	Benefits	72,027	72,027	72,027
<u>223,214</u>	<u>205,669</u>	<u>248,704</u>	Total personal services	<u>251,296</u>	<u>251,296</u>	<u>251,296</u>
			Materials and services			
22,646	17,758	75,750	Professional & technical	87,825	87,825	87,825
17,104	15,016	19,200	Facility and equipment	1,500	1,500	1,500
41,345	79,312	90,336	Other purchased services	91,193	91,193	91,193
11,600	42,187	40,550	Supplies	15,150	15,150	15,150
3,230	3,180	5,600	Minor equipment	4,100	4,100	4,100
<u>108,668</u>	<u>90,181</u>	<u>105,200</u>	Other materials & services	<u>139,367</u>	<u>139,367</u>	<u>139,367</u>
<u>204,593</u>	<u>247,634</u>	<u>336,636</u>	Total materials & services	<u>339,135</u>	<u>339,135</u>	<u>339,135</u>
			Capital outlay			
-	-	150,000	Infrastructure	-	-	-
-	9,985	20,000	Vehicles	-	-	-
41,157	9,999	-	Furniture and equipment	-	-	-
<u>41,157</u>	<u>19,984</u>	<u>170,000</u>	Total capital outlay	<u>-</u>	<u>-</u>	<u>-</u>
468,964	473,287	755,340	Total expenditures	590,431	590,431	590,431
			Other uses			
-	-	-	Transfers out	22,268	22,268	22,268
<u>-</u>	<u>-</u>	<u>-</u>	Total other uses	<u>22,268</u>	<u>22,268</u>	<u>22,268</u>
379,502	504,797	-	Ending Fund Balance	-	-	-
-	-	28,375	Contingency	29,815	29,815	29,815
-	-	140,000	Reserved for Future Years - Maint	30,000	30,000	30,000
-	-	87,197	Reserved for Future Years	313,236	313,236	313,236
848,466	978,084	1,010,912	Total requirements	985,750	985,750	985,750
2.9	2.5	2.9	FTE	2.8	2.8	2.8

Sanitary Operations

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

2014-15 Highlights

- Cleaned 125,000 feet of sanitary main lines
- Videoed 40,000 feet of sanitary main lines
- Completed brushing and posting program
- Completed annual inspections at City businesses to ensure Fat Oil and Grease (FOG) compliance
- Provide semi-annual cleaning of sanitary sewer mainlines which are inherent to FOG from our food establishments

2015-16 Goals

- Meet CWS performance measures (City-wide Value – Community Partnerships)
- 1/3 of the sanitary collections system to be NASSCO rated (City-wide Goal – Infrastructure)
- Increase public awareness of FOG (City-wide Goal – Infrastructure)
- No sanitary sewer overflows (City-wide Goal – Infrastructure)

Performance Measures

Strategy	Measures	FY15 Projected	FY16 Projected
Scheduled maintenance of wastewater infrastructure	Total feet of sanitary lines	316,433	317,000
	Percentage of lines cleaned	39	35
	Percentage of lines video inspected	13%	25%
	Number of overflows or backups	0	0
	Percentage of businesses inspected and in compliance with city’s FOG Program	100%	100%
	Percentage of manholes inspected	50%	50%

FY2015-16 Sanitary Capital Projects

- Tonquin Employment Area Sanitary Sewer Capacity Upgrade - Phase 1
- Sherwood Sanitary Sewer SDC and Rate Study
- Sunset Boulevard Sanitary Sewer Extension Project

For a complete description of these projects see page 36.

2012-13 Actual	2013-14 Actual	2014-15 Budget		2015-16 Proposed	2015-16 Approved	2015-16 Adopted
\$3,089,200	\$3,095,313	\$2,784,592	RESOURCES			
			Beginning fund balance	\$ 2,739,225	\$ 2,739,225	\$2,739,225
			Revenue			
51,269	416,201	151,269	Intergovernmental	40,000	40,000	40,000
60	-	-	Charges for services	-	-	-
35,845	42,386	405,650	Infrastructure development	332,700	332,700	332,700
17,752	14,794	1,660	Fines, interest and other	10,000	10,000	10,000
<u>104,926</u>	<u>473,381</u>	<u>558,579</u>	Total revenue	<u>382,700</u>	<u>382,700</u>	<u>382,700</u>
3,194,126	3,568,694	3,343,171	Total resources	3,121,925	3,121,925	3,121,925
			REQUIREMENTS			
			Expenditures			
			Personal services			
19,947	21,355	28,916	Salaries and wages	27,155	27,155	27,155
1,629	1,761	2,964	Payroll taxes	2,746	2,746	2,746
8,735	9,260	12,945	Benefits	11,132	11,132	11,132
<u>30,311</u>	<u>32,376</u>	<u>44,825</u>	Total personal services	<u>41,033</u>	<u>41,033</u>	<u>41,033</u>
			Materials and services			
15,236	1,596	150,000	Professional & technical	125,712	125,712	125,712
1,841	42	43	Other purchased services	134	134	134
28,971	30,300	44,481	Other materials & services	22,203	22,203	22,203
<u>46,049</u>	<u>31,938</u>	<u>194,524</u>	Total materials & services	<u>148,049</u>	<u>148,049</u>	<u>148,049</u>
			Capital outlay			
22,454	638,954	161,053	Infrastructure	254,750	254,750	254,750
<u>22,454</u>	<u>638,954</u>	<u>161,053</u>	Total capital outlay	<u>254,750</u>	<u>254,750</u>	<u>254,750</u>
<u>98,814</u>	<u>703,269</u>	<u>400,402</u>	Total expenditures	<u>443,832</u>	<u>443,832</u>	<u>443,832</u>
3,095,313	2,865,425	-	Ending Fund Balance	-	-	-
-	-	2,942,769	Reserved for Future Years	2,678,093	2,678,093	2,678,093
3,194,126	3,568,694	3,343,171	Total requirements	3,121,925	3,121,925	3,121,925
0.3	0.3	0.5	FTE	0.4	0.4	0.4

Budget Detail

Storm Fund in Total

Storm Fund in Total

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

2012-13 Actual	2013-14 Actual	2014-15 Budget		2015-16 Proposed	2015-16 Approved	2015-16 Adopted
\$ 1,285,864	\$ 1,948,537	\$ 2,606,387	RESOURCES			
			Beginning fund balance	\$ 1,992,830	\$ 1,992,830	\$ 1,992,830
			Revenue			
1,525,022	1,619,100	1,598,800	Charges for services	1,662,000	1,662,000	1,662,000
35,102	163,421	32,600	Infrastructure development	92,100	92,100	92,100
8,707	12,292	10,343	Fines, interest and other	12,500	12,500	12,500
<u>1,568,831</u>	<u>1,794,813</u>	<u>1,641,743</u>	Total revenue	<u>1,766,600</u>	<u>1,766,600</u>	<u>1,766,600</u>
			Other sources			
44,302	-	-	Transfers in	-	-	-
<u>44,302</u>	<u>-</u>	<u>-</u>	Total other sources	<u>-</u>	<u>-</u>	<u>-</u>
<u>2,898,997</u>	<u>3,743,350</u>	<u>4,248,130</u>	Total resources	<u>3,759,430</u>	<u>3,759,430</u>	<u>3,759,430</u>
			REQUIREMENTS			
			Expenditures			
			Personal services			
226,309	223,069	288,266	Salaries and wages	290,233	290,233	290,233
25,262	25,827	36,856	Payroll taxes	32,783	32,783	32,783
87,431	89,640	117,544	Benefits	115,768	115,768	115,768
<u>339,001</u>	<u>338,536</u>	<u>442,666</u>	Total personal services	<u>438,784</u>	<u>438,784</u>	<u>438,784</u>
			Materials and services			
132,340	236,881	833,900	Professional & technical	401,725	401,725	401,725
21,426	12,065	25,000	Facility and equipment	5,000	5,000	5,000
89,581	115,556	124,532	Other purchased services	123,162	123,162	123,162
10,737	47,367	44,050	Supplies	30,400	30,400	30,400
13	-	-	Community activities	-	-	-
2,638	7,271	7,050	Minor equipment	3,600	3,600	3,600
146,122	162,784	247,968	Other materials & services	226,809	226,809	226,809
<u>402,857</u>	<u>581,924</u>	<u>1,282,500</u>	Total materials & services	<u>790,696</u>	<u>790,696</u>	<u>790,696</u>
			Capital outlay			
167,445	121,913	593,394	Infrastructure	900,000	900,000	900,000
-	9,985	20,000	Vehicles	-	-	-
41,157	40,540	56,500	Furniture and equipment	-	-	-
<u>208,601</u>	<u>172,438</u>	<u>669,894</u>	Total capital outlay	<u>900,000</u>	<u>900,000</u>	<u>900,000</u>
<u>950,460</u>	<u>1,092,898</u>	<u>2,395,060</u>	Total expenditures	<u>2,129,480</u>	<u>2,129,480</u>	<u>2,129,480</u>
			Other uses			
-	-	-	Transfers out	22,768	22,768	22,768
<u>-</u>	<u>-</u>	<u>-</u>	Total other uses	<u>22,768</u>	<u>22,768</u>	<u>22,768</u>
1,948,537	2,650,452	-	Ending Fund Balance	-	-	-
-	-	124,221	Contingency	112,903	112,903	112,903
-	-	103,500	Reserved for Future Years - Maint	40,000	40,000	40,000
-	-	690,810	Reserved for Future Years - Ops	819,039	819,039	819,039
-	-	934,539	Reserved for Future Years - Cap	635,240	635,240	635,240
<u>2,898,997</u>	<u>3,743,350</u>	<u>4,248,130</u>	Total requirements	<u>3,759,430</u>	<u>3,759,430</u>	<u>3,759,430</u>

Budget Detail

Storm Operations

Storm Operations

2012-13 Actual	2013-14 Actual	2014-15 Budget		2015-16 Proposed	2015-16 Approved	2015-16 Adopted
\$ 469,037	\$ 693,747	\$1,383,617	RESOURCES			
			Beginning fund balance	\$ 988,561	\$ 988,561	\$ 988,561
			Revenue			
1,125,022	1,619,100	1,198,800	Charges for services	1,262,000	1,262,000	1,262,000
2,832	17,153	2,500	Infrastructure development	500	500	500
2,828	5,332	3,000	Fines, interest and other	7,000	7,000	7,000
1,130,681	1,641,585	1,204,300	Total revenue	1,269,500	1,269,500	1,269,500
1,599,718	2,335,332	2,587,917	Total resources	2,258,061	2,258,061	2,258,061
			REQUIREMENTS			
			Expenditures			
			Personal services			
221,572	211,029	242,506	Salaries and wages	241,233	241,233	241,233
24,871	24,831	32,170	Payroll taxes	27,755	27,755	27,755
85,604	84,650	97,309	Benefits	95,262	95,262	95,262
332,046	320,510	371,985	Total personal services	364,250	364,250	364,250
			Materials and services			
103,074	236,813	683,900	Professional & technical	301,725	301,725	301,725
21,426	12,065	25,000	Facility and equipment	5,000	5,000	5,000
88,652	113,461	124,474	Other purchased services	123,037	123,037	123,037
10,737	47,367	44,050	Supplies	30,400	30,400	30,400
13	-	-	Community activities	-	-	-
2,638	7,271	7,050	Minor equipment	3,600	3,600	3,600
138,784	144,333	177,927	Other materials & services	185,339	185,339	185,339
365,324	561,311	1,062,401	Total materials & services	649,101	649,101	649,101
			Capital outlay			
167,445	32,421	158,500	Infrastructure	250,000	250,000	250,000
-	9,985	20,000	Vehicles	-	-	-
41,157	40,540	56,500	Furniture and equipment	-	-	-
208,601	82,946	235,000	Total capital outlay	250,000	250,000	250,000
			Total expenditures	1,263,351	1,263,351	1,263,351
			Other uses			
-	-	-	Transfers out	22,768	22,768	22,768
-	-	-	Total other uses	22,768	22,768	22,768
693,747	1,370,566	-	Ending Fund Balance	-	-	-
-	-	124,221	Contingency	112,903	112,903	112,903
-	-	103,500	Reserved for Future Years - Maint	40,000	40,000	40,000
-	-	690,810	Reserved for Future Years	819,039	819,039	819,039
1,599,718	2,335,332	2,587,917	Total requirements	2,258,061	2,258,061	2,258,061
4.4	4.1	4.4	FTE	4.5	4.5	4.5

Storm Operations

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

2014-15 Highlights

- Cleaned 60,000 feet of storm water main lines
- Cleaned/inspected 1,946 catch basins
- Cleaned 79 water quality manholes semi-annually
- Treated 1,641 catch basins for prevention of West Nile Virus
- Completed leaf curbside pickup for all public city streets and held 1 leaf drop off date at public works facility; collecting 1,020 yards of leaves and 40 lbs. of canned food
- Planted 3,838 trees in compliance with Healthy Streams program
- Completed monthly street sweeping

2015-16 Goals

- Meet CWS Performance Standards (City-wide Value – Community Partnerships)
- All private water quality facilities (WQF) are operational (City-wide Goal – Infrastructure)
- Perform monthly street sweeping (City-wide Goal – Infrastructure)
- Retro-fit 4 unsumped catch basins to sumped (City-wide Goal – Infrastructure)
- Rehabilitate 4 public WQF’s, continue to increase % of functional facilities (City-wide Goal – Infrastructure)

Performance Measures

Strategy	Measures	FY15 Projected	FY16 Projected
Scheduled maintenance of stormwater infrastructure	Total feet of storm lines	323,989	325,000
	Percentage of system videoed	13%	13%
	Percentage of stormlines cleaned	16%	16%
	Total number of sumped catch basins	1,648	1,670
	Percentage of catch basins cleaned	100	100
	Number of WQFs rehabilitated/enhanced	2	4
	Number of private WQFs Inspected	91	94
	Number of public WQFs functional	81	85

FY2015-16 Storm Capital Projects

- Stormwater Master Plan
- Columbia Street Regional Storm Water Quality Facility

For a complete description of these projects see page 37.

2012-13 Actual	2013-14 Actual	2014-15 Budget		2015-16 Proposed	2015-16 Approved	2015-16 Adopted
\$ 816,827	\$1,254,790	\$1,222,770	RESOURCES			
			Beginning fund balance	\$ 1,004,269	\$ 1,004,269	\$1,004,269
			Revenue			
400,000	-	400,000	Charges for services	400,000	400,000	400,000
32,270	146,268	30,100	Infrastructure development	91,600	91,600	91,600
5,879	6,960	7,343	Fines, interest and other	5,500	5,500	5,500
438,150	153,228	437,443	Total revenue	497,100	497,100	497,100
			Other sources			
44,302	-	-	Transfers in	-	-	-
44,302	-	-	Total other sources	-	-	-
1,299,279	1,408,018	1,660,213	Total resources	1,501,369	1,501,369	1,501,369
			REQUIREMENTS			
			Expenditures			
			Personal services			
4,737	12,040	45,760	Salaries and wages	49,000	49,000	49,000
391	997	4,686	Payroll taxes	5,028	5,028	5,028
1,828	4,990	20,235	Benefits	20,506	20,506	20,506
6,956	18,026	70,681	Total personal services	74,534	74,534	74,534
			Materials and services			
29,267	68	150,000	Professional & technical	100,000	100,000	100,000
929	2,095	58	Other purchased services	125	125	125
7,338	18,451	70,041	Other materials & services	41,470	41,470	41,470
37,533	20,613	220,099	Total materials & services	141,595	141,595	141,595
			Capital outlay			
-	89,492	434,894	Infrastructure	650,000	650,000	650,000
-	89,492	434,894	Total capital outlay	650,000	650,000	650,000
44,489	128,132	725,674	Total expenditures	866,129	866,129	866,129
1,254,790	1,279,886	-	Ending Fund Balance	-	-	-
-	-	934,539	Reserved for Future Years	635,240	635,240	635,240
1,299,279	1,408,018	1,660,213	Total requirements	1,501,369	1,501,369	1,501,369
0.1	0.2	0.7	FTE	0.7	0.7	0.7

Budget Detail

Telecommunications Fund

Telecommunications Fund

2012-13 Actual	2013-14 Actual	2014-15 Budget		2015-16 Proposed	2015-16 Approved	2015-16 Adopted
\$ 41,278	\$ 63,204	\$ 33,660	RESOURCES			
			Beginning fund balance	\$ 102,598	\$ 102,598	\$ 102,598
			Revenue			
318,075	385,288	461,460	Charges for services	470,238	470,238	470,238
169	346	300	Fines, interest and other	400	400	400
318,244	385,634	461,760	Total revenue	470,638	470,638	470,638
359,522	448,838	495,420	Total resources	573,236	573,236	573,236
			REQUIREMENTS			
			Expenditures			
			Personal services			
10,785	28,125	15,114	Salaries and wages	33,803	33,803	33,803
930	2,389	3,734	Payroll taxes	3,247	3,247	3,247
2,797	11,201	16,080	Benefits	8,319	8,319	8,319
14,512	41,715	34,928	Total personal services	45,369	45,369	45,369
			Materials and services			
3,544	12,405	10,000	Professional & technical	46,000	46,000	46,000
42,263	42,446	17,900	Facility and equipment	18,400	18,400	18,400
67,721	84,973	67,432	Other purchased services	92,204	92,204	92,204
-	6,268	20,600	Supplies	20,000	20,000	20,000
10,781	20,893	30,000	Minor equipment	15,000	15,000	15,000
7,498	18,888	85,300	Other materials & services	18,659	18,659	18,659
131,806	185,873	231,232	Total materials & services	210,263	210,263	210,263
			Capital outlay			
-	-	10,000	Infrastructure	10,000	10,000	10,000
-	-	-	Furniture and equipment	45,000	45,000	45,000
-	-	10,000	Total capital outlay	55,000	55,000	55,000
146,318	227,588	276,160	Total expenditures	310,632	310,632	310,632
			Debt service			
146,640	147,431	147,000	Principal	179,874	179,874	179,874
3,360	2,569	3,000	Interest	900	900	900
150,000	150,000	150,000	Total debt service	180,774	180,774	180,774
63,204	71,250	-	Ending Fund Balance	-	-	-
-	-	18,088	Contingency	23,532	23,532	23,532
-	-	51,172	Reserved for Future Years	58,298	58,298	58,298
359,522	448,838	495,420	Total requirements	573,236	573,236	573,236
0.1	0.4	0.5	FTE	0.3	0.3	0.3

Telecommunications

The Telecommunications fund supports the communication needs of the city, local businesses, school district, and residents. Services within this utility are primarily sold and managed through third party service providers. Currently there are over 70 sites within this network and over 100 miles of fiber optic cable.

Telecommunications also support economic development within Sherwood and the surrounding area.

2014-15 Highlights

- Increased Internet redundancy by adding a second Internet provider and upgrading core Internet routers
- Fully replaced the free Wi-Fi network, increasing coverage, and speed
- Added several residential customers at the Cannery Row Apartments

2015-16 Goals

- Maintain current revenue stream (City-wide Value – Fiscal Responsibility)
- Renew several customer contracts expiring this year and next (City-wide Value – Quality Services)
- Revise the Sherwood Broadband Business Plan (City-wide Value – Quality Services)

Performance Measures

Strategy	Measures	FY15 Projected	FY16 Projected
Provide quality broadband services to the business community	Total number of customers (SBB & Partner)	63	62
	Number of new customers (SBB & Partner)	22	0
	Number of customers lost (SBB & Partner)	1	1
	Total operating revenue	\$479,000	\$470,000

Personnel FTE Comparison to Prior Years

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Administration	17.4	15.6	16.5	16.4	19.2
Community Development	8.6	8.6	9.7	13.3	12.8
Public Safety	26.3	25.6	26.6	26.0	26.1
Community Services	13.2	13.4	13.8	16.2	18.3
Public Works Operations	9.9	10.9	11.9	13.8	13.6
General Fund Total	75.4	74.0	78.4	85.6	90.0
Water Operations	6.9	7.3	6.6	6.8	7.5
Water Capital	0.33	0.05	-	-	0.1
Water Fund Total	7.2	7.3	6.6	6.8	7.6
Sanitary Operations	2.2	2.9	2.5	2.7	2.8
Sanitary Capital	1.0	0.3	0.3	0.2	0.4
Sanitary Fund Total	3.1	3.3	2.8	2.9	3.2
Storm Operations	4.2	4.4	4.1	4.3	4.5
Storm Capital	0.0	0.1	0.2	0.6	0.7
Storm Fund Total	4.3	4.5	4.2	4.9	5.2
Street Operations	3.3	3.8	3.5	3.8	4.5
Street Capital	2.5	0.9	0.7	0.3	0.1
General Construction	-	0.2	0.3	0.3	0.7
Telecom	0.1	0.1	0.4	0.3	0.3
URA Operations	0.8	0.5	0.3	0.4	0.7
URA Capital	0.4	0.9	0.7	0.6	-
Total	97	96	98	106	112

Changes to personnel for FY 2015-16

Administration	
City Attorney and Assistant	2.0
Add hours to Finance Admin to make full time	0.5
On-call hours for Telecom support	0.2
Community Services	
Administrative Assistant	1.0
On-call Building Monitors for the Arts Center	0.5
Police	
Police Officer	1.0
Public Works	
Mechanic	0.5
Maintenance Worker II for Parks	0.8
	<u>6.4</u>

Management/Supervisory/Confidential (Effective July 1, 2015)

Position	Group Range	Minimum Hourly	Maximum Hourly	Minimum Monthly	Maximum Monthly
Admin Asst III - Confidential	A1	19.79	25.33	3,430	4,390
Payroll Finance Tech	A2	21.77	27.86	3,773	4,830
Program/Project Supervisor II	B	23.94	30.65	4,150	5,313
Program Project Manager I PW Operations Supervisor Program Analyst Supervising Librarian Recreation Supervisor Human Resource Analyst Court Supervisor	C	26.33	33.70	4,563	5,841
PW Operations Supervisor II Engineering Associate II System Administrator Senior IT Analyst	D	28.71	36.75	4,976	6,370
Civil Engineer Police Sgt (non-exempt) Planning Manager Utility Manager	E	31.30	40.06	5,425	6,944
Building Official Library Manager	F	33.80	43.26	5,858	7,499
Police Captain Senior Network Engineer	G	36.49	46.72	6,326	8,097
City Engineer	H	39.05	49.98	6,768	8,664
IT Director Community Develop Director Finance Director Public Works Director Community Services Director	I	41.78	53.48	7,242	9,270
Police Chief Assistant City Manager	J	44.71	57.23	7,750	9,920
City Manager City Recorder Municipal Judge City Attorney	Contract Employees				

SPOA/AFSCME (Effective July 1, 2015)

SPOA Represented	Group Range	Minimum Hourly	Maximum Hourly	Minimum Monthly	Maximum Monthly
Police Officer		25.87	33.02	4,485	5,724
AFSCME Represented					
Library Page I Recreational Assistant	1	11.44	14.64	1,982	2,537
Library Page II	2	13.37	17.12	2,318	2,967
Library Asst. I Admin Asst. I Recreation Specialist	3	15.38	19.69	2,667	3,413
Admin Asst II Library Asst II Maintenance Worker I	4	17.38	22.25	3,012	3,856
Maintenance Worker II Billing Tech Admin Asst. III Engineering Tech I	5	19.29	24.70	3,344	4,280
Finance Tech Code Compliance Evidence Tech Department/Program Coord Lead Utility Billing Tech Maintenance Worker III Permit Specialist Public Works Tech Mechanic Events & Volunteer Coordinator Engineering Tech II Librarian	6	21.22	27.17	3,678	4,709
Youth Services Librarian Maintenance Worker Lead Accountant Assistant Planner	7	23.12	29.60	4,008	5,131
Associate Planner Engineering Associate I Inspector I	8	25.21	32.27	4,370	5,594
Inspector II	9	27.24	34.86	4,721	6,043
Senior Planner	10	29.14	37.31	5,051	6,466

Overview of Financial Policies

Purpose

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

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

Goal

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

Responsibilities

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

Policy 1 - Funds

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

Policy 2 - Budgeting

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

Policy 2 – Budgeting (Continued)

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

Policy 3 - Revenue

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

Policy 4 - Expenditures

Controls

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

Specific Expenditures

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

Policy 5 - Revenue Constraints and Fund Balance

Nature of Constraints

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

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

Other Considerations

1. **Stabilization.** The purpose of stabilization arrangements is to provide a revenue source to maintain service delivery during periods of diminished revenues. The City may choose to create stabilization arrangements either by creating new funds or dedicating revenues within existing funds. Stabilization arrangements will be created by the City Council and the authorizing legislation shall include the policies on funding and accessing the arrangement.
2. **Order of Use.** If multiple categories of fund balance are applicable to an expenditure, the City shall access funds in the following order: Restricted, Committed, Assigned, Unassigned.
3. **Purpose of Special Revenue Funds.** Special Revenue funds are general government funds created to track the use of dedicated revenues. The City legislation creating a special revenue fund will specify which specific revenues and other resources are authorized to be reported in the fund.
4. **Fund Balance.** Unrestricted fund balance is the sum of Committed, Assigned and Unassigned fund balance in any individual fund. In the General Fund, the City will maintain an Unrestricted fund balance of at least ten percent of fund revenue and will strive to increase that amount by 1.5% annually to a goal of 20%.

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

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

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

City Responsibility

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

Debt

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

No bonds will mature more than 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.

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

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

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

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

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

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

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

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

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

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

Budget Calendar – Key dates or events which a government follows in the preparation and adoption of the budget.

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

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

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

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

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

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

Division - An organizational unit with a distinct budget.

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

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, and Telecommunications funds.

ESC – Erosion and Sediment Control.

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

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

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

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

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

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

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

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

GFOA – Government Finance Officers Association.

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

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

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

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

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

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

Mission – Defines the primary purpose of the City.

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

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

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

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

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

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

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

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

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

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

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 population estimates each July 1 for all Oregon Municipalities.

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

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

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

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

SFR – Single Family Residential.

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

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.

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

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

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

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

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

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

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