



RESOLUTION 2024-019

ADOPTING CITY COUNCIL PILLARS, GOALS AND DELIVERABLES FOR FY2024-2025

WHEREAS, the Sherwood City Council historically meets early in each calendar year in a goal setting session to identify specific Council Goals and Activities for the upcoming year and budget priorities for the upcoming fiscal year; and

WHEREAS, Council held a special meeting on February 3, 2024 to discuss and update their previous Council Goals and Activities that were approved by Resolution 2023-018; and

WHEREAS, the results of these meetings are identified in the attached as Exhibit A, FY2024-25 City Council Pillars, Goals, and Deliverables document; and

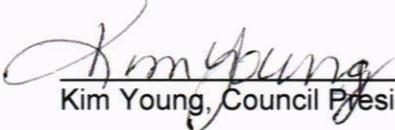
WHEREAS, by approving this document by resolution, Council is clearly identifying its priorities for the benefit of City staff to implement as well for the public and stakeholders to understand the Council priorities and objectives for FY2024-25.

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

Section 1. The Sherwood City Council approves the FY2024-25 Council Pillars, Goals, and Deliverable worksheet, attached as Exhibit A to this Resolution.

Section 2. This Resolution shall be effective upon its approval and adoption.

Duly passed by the City Council this 19th of March 2024.



Kim Young, Council President

Attest:



Sylvia Murphy, MMC, City Recorder

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2024-2025 City Council Goals

Pillar 1: Economic Development

Goals:

- ◊ Promote Strong Diverse Economic Growth Opportunities
- ◊ Support New Commercial and Industrial Development in Targeted Employment Areas
- ◊ Encourage Balancing of Sherwood's Tax Base
- ◊ Bring Jobs to Sherwood that Provide Wages that Allow People to Live and Work in Sherwood
- ◊ Continue Revitalization of Old Town by Exploring Tools that Encourage it's Distinctive Character

Deliverables:	Deliverable Time Frame			
	2024/25	2025/26	2026/27	
Promote Strong Diverse Economic Growth Opportunities				
Improve Development Code to Promote Stronger Economic Development	X	X		Code Audit and Stakeholder Meetings to Determine Opportunity for Improvement; Process Amendments
Identify target industries that will realistically offer diverse economy in Sherwood	X	X	X	The target industries list includes semiconductors/electronics, cleantech, robotics/automation, metals & machinery, aerospace, space, food & beverage manufacturing and other advanced manufacturing
Marketing approaches for available property	X	X	X	Develop targeted marketing materials either online or hard copies
Support New Commercial and Industrial Development in Targeted Employment Areas				
Ask Metro to include Sherwood West into the UGB	X			An application is being submitted to Metro for consideration of expansion of Sherwood West into the UGB
Explore collaborations with schools on programmatic and facility partnerships	X	X	X	Work with Sherwood School District to support the District's Career & Technically Education (CTE) and STEM programs
Clarify infrastructure required and financial approach for targeted sites	X			Identify potential funding options for Ice Age Drive
Explore financing options available to support necessary infrastructure for economic development	X	X	X	Consider funding options (State economic development loans) and/or incentive programs
Encourage Balancing of Sherwood's Tax Base				
Create Annexation Policies & Processes to Manage our Growth Goals as it Relates to Infrastructure, School Capacity, & Long-Term Community Needs	X	X	X	Adopt new annexation policy in 2024 and implement on ongoing basis
Target Metrics for Jobs/Housing Balance	X			Identify goals and benchmarks for ratio of commercial / industrial to residential assessed property values
Bring Jobs to Sherwood that Provide Wages that Allow People to Live and Work in Sherwood				
Undertake analysis identifying industries in Portland area with higher than median household income	X	X	X	Evaluate highest paying industries in region that match Sherwood's land supply. Attract companies within higher paying industries.
Continue Revitalization of Old Town by Exploring Tools that Encourage it's Distinctive Character				
Complete Old Town Strategic Action Plan	X	X		Complete an Old Town Strategic Plan that may include: Old Town code update, vision for Cannery PUD, develop distinct branding, among others

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2024-2025 City Council Goals

Pillar 2: Infrastructure

- Goals:**
- ◊ Build Key Pedestrian Connectors (Including Between Sherwood East and West and Cedar Creek Pedestrian Wildlife Undercrossing)
 - ◊ Continue to invest in Sherwood Broadband Utility as an Important Infrastructure for Sherwood and Beyond
 - ◊ Continue Steps to Develop a New Public Works Facility
 - ◊ Undertake Important Facility and Infrastructure Master Plans

Deliverables:	Deliverable Time Frame			
	2024/25	2025/26	2026/27	
Build Key Pedestrian Connectors				
<u>Between Sherwood East and West: Construct Pedestrian Bridge Over Highway 99</u>	X	X		Substantial Completion in September 2025; Overall completion January 2026
<u>Cedar Creek Pedestrian Wildlife Undercrossing:</u>				
Update Flood Plain Maps	X	X		Start July 1, 2024
Pursue State and Federal Grant Opportunities	X	X	X	Ongoing
Continue to invest in Sherwood Broadband Utility as an Important Infrastructure for Sherwood and Beyond				
Complete Sherwood Broadband Fiber to the Home Build Out	X	X	X	Benchmarks include: homes passed, mainline installed, service drops installed, customers signed up and support cases.
Develop Shovel Ready Fiber Expansion Projects	X	X	X	Pursue grant requests with State and Federal Funding/Grants for broadband.
Continue Steps to Develop a New Public Works Facility				
Identify Funding Sources	X	X	X	Pursue State and Federal Funding/Grant Opportunities
Design for Brownfield Clean Up Project	X	X	X	Identify needs and funding sources for clean up
Undertake Important Facility and Infrastructure Master Plans				
Update 2014 Transportation Master Plan	X	X		Start September 2024 with an approximate completion date of September 2026 (budget pending)
Update 2015 Water Master Plan			X	Start July 2026 (budget pending)
Update 2016 Storm Master Plan		X	X	Start July 2025 with approximate completion of January 2027 (budget pending)
Update 2016 Sanitary/Sewer Master Plan		X	X	Start July 2025 with approximate completion of January 2027 (budget pending)
Continue with high quality pavement condition as judged by the Pavement Condition Index (PCI) score	X	X	X	Maintain PCI of 80 for City streets
Asset Manage Plans	X	X	X	Maintain asset plans for Parks, Facilities, and Fleet

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2024-2025 City Council Goals

Pillar 3: Livability & Workability

Goals:

- ◊ Age Friendly Community Initiative
- ◊ Work to Improve the Interconnectivity and Walkability of the Trail System
- ◊ Promote and Monitor Diverse Housing that will Accommodate a Wide Variety of Life Stages and Needs
- ◊ Invest in Community Enhancements and Art
- ◊ Invest in Parks and Public Gathering Spaces

Deliverables:	Deliverable Time Frame			
	2024/25	2025/26	2026/27	
Age Friendly Community Initiative				
Implementation of ADA Transition Plan Recommendations	X	X	X	Replace 12 ADA ramps (pending budget)
Recognition for Age Friendly Businesses	X	X	X	Work in coordination with Chamber of Commerce to identify criteria
Work to Improve the Interconnectivity and Walkability of the Trail System				
Construction of Feeder Trail from Sherwood Blvd to Cedar Creek Trail	X	X		Completion Summer 2024
Pursue State and Federal Grant Opportunities	X	X	X	Funding for Cedar Creek Trail Phase II
Promote and Monitor Diverse Housing that will Accommodate a Wide Variety of Life Stages and Needs				
Assess and Monitor Housing Diversity by Type, Track Progress as possible	X	X	X	Staff to review possible ways to inventory housing types within Sherwood
Outreach to development community to discuss industry trends	X	X	X	Staff will set up discussions with key developers/builders to learn about industry trends and their impact on Sherwood
Actively Participate, as Needed, with Legislature and Rule Making Committees	X	X	X	Continue work with lobby consultant
Invest in Community Enhancements and Art				
Continue Investments by Public Art Fund (TLT Funding)	X	X		Update Public Art Master Plan to include funding model
Staff to develop program identifying and prioritize different investments in civic art		X	X	Identify an annual art project that may include interactive arts, large art, aesthetic treatments in targeted areas (old town), arts grant program, commercial design standards, art showings
Invest in Parks and Public Gathering Spaces				
Design Concepts for Single-Story Flex Building on Lot in Front of Arts Building	X	X		Re-evaluate Cannery PUD and Old Town Overlay
Acquire Park Land in Sherwood West Area	X	X	X	Identify appropriate land for trails, passive and active parks

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2024-2025 City Council Goals

Pillar 4: Public Safety

Goals:

- ◊ Continue Police Career Cycle Planning
- ◊ Collaborate with School District on Efforts that Enhance the Safety and Security of Sherwood Youth
- ◊ Encourage Pedestrian, Bicycle and Driver Safety
- ◊ Enhance Overall Community Safety
- ◊ Continue Momentum Toward Addressing Mental Health Challenges in the Community

Deliverables:	Deliverable Time Frame			
	2024/25	2025/26	2026/27	
Continue Police Career Cycle Planning				
Programs to Recruit and Retain Officers	X	X	X	Continue outreach methods to include a variety of online job boards/creative job postings to reduce barriers to apply. Have included Sabbatical/years of service for lateral applicants, workback program.
Collaborate with School District on Efforts that Enhance the Safety and Security of Sherwood Youth				
Work with SSD on Safe Route to School Programs	X	X	X	Focus on crosswalk safety at Middleton Elementary School (pending funding)
Maintain successful School Resource Officer program	X	X	X	Continue to allocate funding share with school district for SRO's at middle school and high school
Enhance School Safety	X	X	X	Assist as requested with threat assessment of school facilities and other preventative safety programs
Encourage Pedestrian, Bicycle and Driver Safety				
Improve Safety on County Owned Roads in Sherwood and UGB	X	X	X	Develop an Action Plan with County
Safety Improvements in School Zones	X	X	X	Traffic Safety Committee to review and make recommendation to City Council
Enhance Overall Community Safety				
Police Reserve Program	X	X	X	Reserve officers actively involved and present in community events
Use available data to assess community safety	X	X	X	Provide and publish annual reports
Continue Momentum Toward Addressing Mental Health Challenges in the Community				
Involve the Community and other Government Partners in Discussions on the Importance of Community Wellness and Mental Health Awareness	X	X	X	Utilize County resources

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2024-2025 City Council Goals

Pillar 5: Fiscal Responsibility

Goals:

- ◊ Pursue, Evaluate and Position the City to Maximize Available Revenue Sources
- ◊ Invest in Business Process Improvements to Improve Efficient Service Delivery to Sherwood Residents
- ◊ Be Transparent and Proactive in the Regular Reporting of the City's Fiscal Condition

Deliverables:	Deliverable Time Frame			
	2024/25	2025/26	2026/27	
Pursue, Evaluate and Position the City to Maximize Available Revenue Sources				
<i>Pursue Federal Grants and Monies</i>	X	X	X	Number of grants identified and applied for
<i>Pursue State Grants and Monies</i>	X	X	X	Number of grants identified and applied for
<i>Explore current and prospective revenue opportunities</i>		X		Evaluate cost allocation, user fees and charges for services
Invest in Business Process Improvements to Improve Efficient Service Delivery to Sherwood Residents				
<i>Banking Request For Proposal</i>	X			Evaluate potential efficiencies and costs
<i>Invest in Software Enhancements</i>	X			Complete Financial software upgrade and Building Department implementation (required by January 2025).
<i>Evaluate Transaction Processing Fees</i>	X			Identify and evaluate city-wide processing fees and transaction policy and procedures for consistency
<i>Organizational Assessment of Service Delivery</i>	X	X		Review and evaluate services for improvement and efficiency
<i>Identify Long Term Sustainable Funding Model for Library</i>	X	X	X	Identify sources and develop action plan to address potential funding shortages
Be Transparent and Proactive in the Regular Reporting of the City's Fiscal Condition				
<i>Quarterly Budget Committee Meetings</i>	X	X	X	Revenue and Expense Updates, New Budget Items, Long-Range Forecast
<i>Evaluate Open Gov to Ensure it's Effectiveness as a Tool for City's Website</i>	X			Evaluate if best tool to use (return on investment)

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2024-2025 City Council Goals

Pillar 6: Citizen Engagement

Goals:

- ◊ *Improve Effective Communication to Modernize City-Wide Interaction*
- ◊ *Promote a High Level of Customer-Centric Approach to Citizens Interacting with the City*
- ◊ *Apply an Organizational Lens of Diversity, Equity, Inclusion, and Accessibility When Offering Services and Amenities to our Citizens*
- ◊ *Engage Youth in Local Government*

Deliverables:	Deliverable Time Frame			
	2024/25	2025/26	2026/27	
Improve Effective Communication to Modernize City-Wide Interaction				
<i>Create new Website Platform and Enhance Social Media</i>	X			Implementation of new website
<i>Utilize Modern Communication Tools (Mobile Surveys, Text Messaging) to Solicited Feedback from Residents</i>	X			Identify improvements/add ons based on tools available with new website
<i>Improve Engagement and Communication</i>	X	X	X	Continue to refine our marketing and branding materials for industry
Promote a High Level of Customer-Centric Approach to Citizens Interacting with the City				
<i>Update Citizen Academy Program</i>		X	X	Evaluate and improve Citizens Academy with the goal to bring it back in 2025
<i>Develop a Comprehensive Approach to doing Surveys that Enables the Organization to Improve both the Strategy and Execution</i>	X			Implementation of new website
Apply an Organizational Lens of Diversity, Equity, Inclusion, and Accessibility When Offering Services and Amenities to our Citizens				
<i>Provide inclusive events and activities for all residents</i>	X	X	X	Establish benchmark for programs, events and activities each fiscal year
Engage Youth in Local Government				
<i>Continue Development of Youth Advisory Board</i>	X	X		Evaluate current program and develop a strategic approach to promoting youth engagement in the Sherwood community