



RESOLUTION 2025-015

ADOPTING CITY COUNCIL GOALS AND DELIVERABLES FOR FY2025-26

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

WHEREAS, Council held a special meeting on January 11, 2025 to discuss and update their previous Council Goals and Deliverables that were approved by Resolution 2024-019; and

WHEREAS, the results of these meetings are identified in the attached as Exhibit A, FY2025-26 City Council Goals and Deliverables document; and

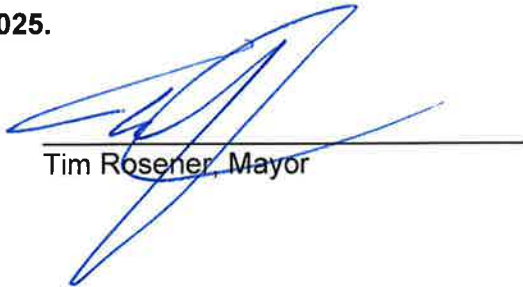
WHEREAS, by approving this document by resolution, Council is clearly identifying its priorities for the benefit of City staff to implement as well as for the public and stakeholders to understand the Council's priorities and objectives for FY2025-26.

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

Section 1. The Sherwood City Council hereby approves the FY2025-26 Council Goals and Deliverable worksheet, attached as Exhibit A to this Resolution.

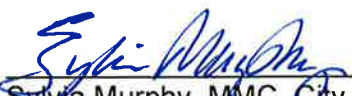
Section 2. This Resolution shall be effective upon its approval and adoption.

Duly passed by the City Council this 18th of March 2025.



Tim Rosener, Mayor

Attest:



Sylvia Murphy, MMC, City Recorder

FY2025-26 Sherwood City Council Goals

Mission Statement

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

Core Values

Citizen Engagement

Community Livability

Community Partnerships

Community Pride

Fiscal Responsibility

Transparent Government

Quality Service

Forward Thinking

Pillar 1: Economic Development

- ♦ 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

Pillar 2: Infrastructure

- ♦ Build Key Pedestrian Connectors (Including Between Sherwood East and West and Cedar Creek Pedestrian Wildlife Undercrossing)
- ♦ Support major intersection improvements
- ♦ 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

Pillar 3: Livability

- ♦ Support and Promote Community Wellbeing
- ♦ 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
- ◇ Evaluate opportunities to promote environmental initiatives that are achievable and impactful
- ◇ Invest in Community Enhancements, Parks and Public Spaces

Pillar 4: Public Safety

- ◇ Continue Police Career Cycle Planning
- ◇ Encourage Pedestrian, Bicycle and Driver Safety
- ◇ Enhance Overall Community Safety

Pillar 5: Fiscal Responsibility

- ◇ 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
- ◇ Explore opportunities for technological enhancements/innovation

Pillar 6: Citizen Engagement

- ◇ Improve Effective Communication and Citizen Engagement
- ◇ Apply an Organizational Lens of Diversity, Equity, Inclusion, and Accessibility When Offering Services and Amenities to our Citizens
- ◇ Engage Youth in Local Government

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2025-2026 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

Deliverable Time Frame

2025/26 2026/27 2027/28

Deliverables:

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. Associate or Senior Planner will complete project by Q1 FY 26/27. Evaluate opportunities to adjust development code to attract targeted industries.
Explore economic development opportunities utilizing Sherwood's broadband service as an asset	X	X	X	Analyze industries where diverse broadband options are crucial and also meet economic development goals. Develop a plan to market to these industries.
Support New Commercial and Industrial Development in Targeted Employment Areas				
Maintain and facilitate collaborations with schools on programmatic and facility partnerships	X	X	X	Assist schools with connections to local business community, explore collaborations on higher-education's technical training (tying training to City's targeted industries). Event funding and organization around local training and workforce needs and enhancement.
Actively explore out-of-state and out-of country industry prospects	X	X	X	Develop connections through participation at SelectUSA Conference and SEMICON West and other regional and international site selector and targeted trade shows for Council approved target industries.
Explore financing options available to support necessary infrastructure for economic development	X	X	X	Consider funding options (state economic development loans) and/or grant programs.
Pursue development in Sherwood west that includes a broad housing mix, and affordable housing options, hospitality and leisure options, and pedestrian friendly configuration.	X	X	X	Develop Sherwood West Master Plans with early council and CAC engagement.
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			Adopt new annexation policy in 2025 and implement on ongoing basis. Code will be adopted in 2025.
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				
Explore potential use of Incentives (expedited review, financial tools/URA)	X	X		Council feedback received at 9/17/24 Work Session. Non-financial incentives are priority. Financial will also be pursued.
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. Refine goals & objectives of Old Town area with stakeholder assistance.

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2025-2026 City Council Goals

Pillar 2: Infrastructure

Goals:

- ◊ Build Key Pedestrian Connectors (Including Between Sherwood East and West and Cedar Creek Pedestrian Wildlife Undercrossing)
- ◊ Support major intersection improvements
- ◊ 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			
	2025/26	2026/27	2027/28	
Build Key Pedestrian Connectors				
Construct Pedestrian Bridge Over Highway 99W	X	X		Substantial Completion in September 2025; Overall completion January 2026
Cedar Creek Pedestrian Wildlife Undercrossing	X	X		Update Flood Plain Maps- Started October of 2024 - (18-24 Months to complete)
Support major intersection improvements				
Complete design of Chapman/99W Intersection	X	X	X	Identify alignment options.
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.
Explore grant opportunities for broadband expansion/enhancement	X	X	X	Continue to apply for broadband infrastructure grants and look for grant opportunities that can support and leverage existing broadband infrastructure.
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	X	Started January 2025 with an approximate completion date of January 2027.
Update 2015 Water Master Plan	X	X	X	Start July 2025 with approximate completion of January 2027 (budget pending). Updates needed after Sherwood West MP.
Update 2016 Storm Master Plan	X	X	X	Start July 2025 with approximate completion of January 2027 (budget pending). Updates needed after Sherwood West MP.
Update 2016 Sanitary/Sewer Master Plan	X	X	X	Start July 2025 with approximate completion of January 2027 (budget pending). Updates needed after Sherwood West MP.

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2025-2026 City Council Goals

Pillar 3: Livability & Workability

Goals:

- ◊ Support and Promote Community Wellbeing
- ◊ 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
- ◊ Evaluate opportunities to promote environmental initiatives that are achievable and impactful
- ◊ Invest in Community Enhancements, Parks and Public Spaces

Deliverables:

Deliverable Time Frame

2025/26 2025/26 2025/26

Support and Promote Community Wellbeing

Improve Access to Mental Health Resources for the Community X X X Number of community members served through the PEARL program at the Senior Center.

Work to Improve the Interconnectivity and Walkability of the Trail System

Explore trail connectivity improvements as part of TSP update. X X Evaluate opportunities to improve trail connectivity.

Cedar Creek Trail/Ice Age Tonquin Trail X X X Apply for funding to complete segments of the Ice Age Tonquin Trail (Cedar Creek Trail) within Sherwood.

Analyze trail requirements for new development X X Planning and engineering staff to analysis how well development code achieves trail dedication and construction as part of development.

Promote and Monitor Diverse Housing that will Accommodate a Wide Variety of Life Stages and Needs

Outreach to development community to discuss industry trends X X Staff will set up discussions with key developers/builders to learn about industry trends and their impact on Sherwood and implications for Sherwood West planning.

Discuss housing industry trends and put forth action items as needed X Schedule work session with council to hear about desired housing outcomes to inform Sherwood West planning and code updates citywide.

Actively Participate, as Needed, with Legislature and Rule Making Committees X X X Continue work with lobbyist.

Evaluate opportunities to promote environmental initiatives that are achievable and impactful

Practice environmental stewardship where financially feasible and economically viable X Ensure development code standards requiring environmental protection are met. Encourage developers to go beyond code requirements where feasible.

Review benefits and topics of a Climate Action Plan (what would be the scope, and required research) X Schedule to discuss potential Climate Action Plan with City Council.

Review benefits and offer perspectives for amending City tree code X X Planning Department will analyze existing code and potential areas for improvement. i.e. clear and objective standards, residential subdivisions vs employment land.

Invest in Community Enhancements, Parks and Public Spaces

Identifying and prioritize investments in public art X 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 and art showings.

Review use of TLT funds X X Schedule a worksession and review the allocation of TLT funds.

Design Concepts for Single-Story Flex Building on Lot in Front of Arts Building X X Re-evaluate Cannery PUD and Old Town Overlay. Will be incorporated into Old Town Strategic Plan scope, or a separate contract in FY 25-26.

Acquire Park Land in Sherwood West Area X X X Identify appropriate land for trails, passive and active parks.

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2025-2026 City Council Goals

Pillar 4: Public Safety

Goals:

- ◊ Continue Police Career Cycle Planning
- ◊ Encourage Pedestrian, Bicycle and Driver Safety
- ◊ Enhance Overall Community Safety

Deliverables:	Deliverable Time Frame			
	2025/26	2026/27	2027/28	
Continue Police Career Cycle Planning				
Programs to Recruit and Retain Officers	X	X	X	Continue to be nimble/flexible in attracting and retaining key law enforcement positions
Encourage Pedestrian, Bicycle and Driver Safety				
Improve Safety on County Owned Roads In Sherwood and UGB	X	X	X	Complete Edy/Elwert design study, Complete Edy Rd 100% design. Advocate for funding for Brookman and Tonquin roads.
Evaluate further measures that can be taken to expand pedestrian safety, primarily in school zones	X			Complete evaluation of elementary school zones. Possible tie into safe routes to school program.
Establish Traffic Safety Advisory Board	X			Complete the creation of the board.
Enhance Overall Community Safety				
Discuss need for increased law enforcement coverage-MHRT	X	X		Increased mental health calls bring into question the need for more coverage by MHRT. Cost and personnel.
Proactively review law enforcement needs for planned Sherwood West area	X	X	X	Includes input on land use design, staffing needs, street configuration.
Evaluate financial impact and opportunities from opioid settlement dollars	X			Work session needed. Need to define use at the direction of Council then implement.

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2025-2026 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
- ◊ Explore opportunities for technological enhancements/innovation

Deliverables:

Deliverables:	Deliverable Time Frame			
	2025/26	2026/27	2027/28	
Pursue, Evaluate and Position the City to Maximize Available Revenue Sources				
Pursue Federal and State Grants	X	X	X	Number of grants identified and applied for.
Explore current and prospective revenue opportunities	X	X	X	Evaluate cost allocation, user fees and charges for services. Offer solutions to address possible revenue restrictions imposed on City.
Invest in Business Process Improvements to Improve Efficient Service Delivery to Sherwood Residents				
Actively pursue best-practice and innovative efforts in financial management	X	X	X	Evaluate innovative procurement options.
Comprehensive review of strategies to mitigate inflationary pressures on capital and operating budgets	X	X	X	Success will be measured by the number of strategies developed and the estimated savings or revenue generation.
Explore process improvements, collaboration and efficiency opportunities	X	X	X	Identify and implement process improvements, strategies and efficiencies to streamlining the management administrative functions.
Identify Long Term Sustainable Funding Model for Library	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				
Evaluate Open Gov to Ensure it's Effectiveness as a Tool for City's Website	X			Evaluate effectiveness of Open Gov as a tool and determine if it meets the City's transparencies, efficiencies and communication goals.
Explore opportunities for technological enhancements/innovation				
Utilize staff and expert outside assistance to evaluate opportunities for technological efficiencies	X	X	X	Finalize an official Artificial Intelligence policy and begin using AI and other software tools to build efficiency to business processes. Where possible develop baselines so efficiency can be tracked.

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2025-2026 City Council Goals

Pillar 6: Citizen Engagement

Goals:

- ◊ *Improve Effective Communication and Citizen Engagement*
- ◊ *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			
	2025/26	2026/27	2027/28	
Improve Effective Communication and Citizen Engagement				
Develop and Implement Branding Communication and Marketing Strategies	X	X	X	Evaluate in-house or consultant collaborations Includes review of public information function, employee coordination, coordinated citywide department efforts on any marketing/branding initiative.
Update Citizen Academy Program	X	X	X	Implement Citizen Academy Program Fall of 2025.
Apply an Organizational Lens of Diversity, Equity, Inclusion, and Accessibility When Offering Services and Amenities to our Citizens				
Develop standards, KPIs and benchmarks for inclusionary events and activities for all residents	X	X	X	Include review of best practices from other jurisdictions.
Engage Youth in Local Government				
Youth Advisory Board	X	X	X	Promote youth engagement in the Sherwood community.