

Home of the Tualatin River National Wildlife Refuge

2012 - 2013
ADOPTED

BUDGET



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Sherwood

Oregon

For the Fiscal Year Beginning

July 1, 2011

Linda C. Danison Jeffrey R. Green

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Sherwood, Oregon for its annual budget for the Fiscal year beginning July 1, 2011.

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

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

City of Sherwood, Oregon

22560 SW Pine Street
Sherwood, OR 97140

Adopted Budget

2012-2013



Budget Committee

City Council

Mayor
Council President
Council Member
Council Member
Council Member
Council Member
Council Member

Keith Mays
Dave Grant
Bill Butterfield
Robyn Folsom
Linda Henderson
Matt Langer
Krisanna Clark

Citizens

Chair
Vice Chair
Citizen Member
Citizen Member
Citizen Member
Citizen Member
Citizen Member

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

City Manager Pro Tem
Finance Director/Budget Officer

Tom Pessemier
Craig Gibons

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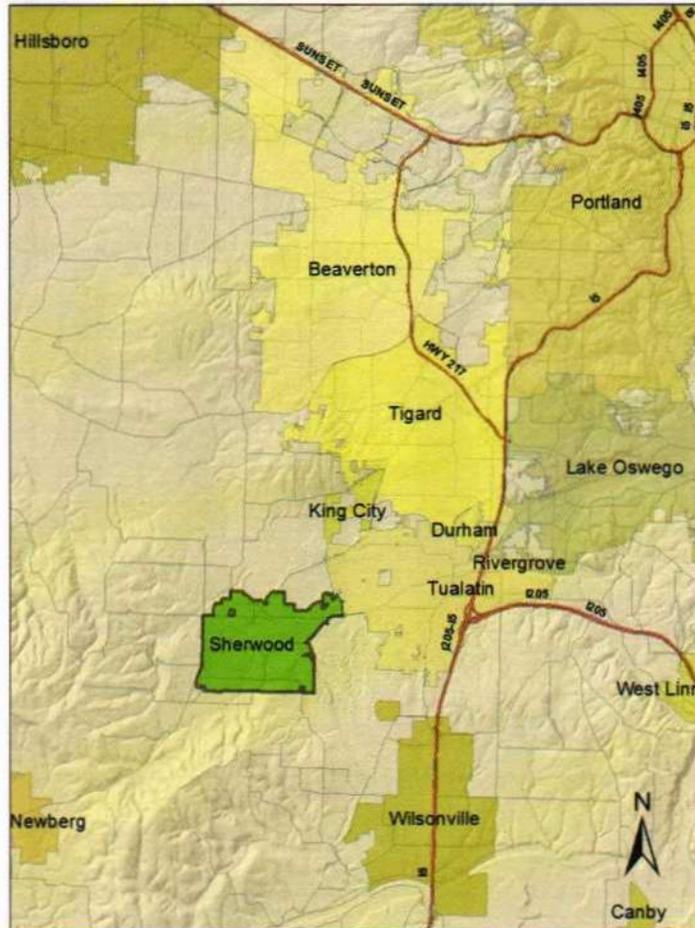
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About the City

The City of Sherwood, incorporated in 1893, encompasses 4.1 square miles of land on the south edge of the Portland metropolitan area, in northwestern Oregon. Other cities that are part of or near the metro area, such as Tigard, Tualatin, and Wilsonville, are used for comparisons in this budget where data is available.



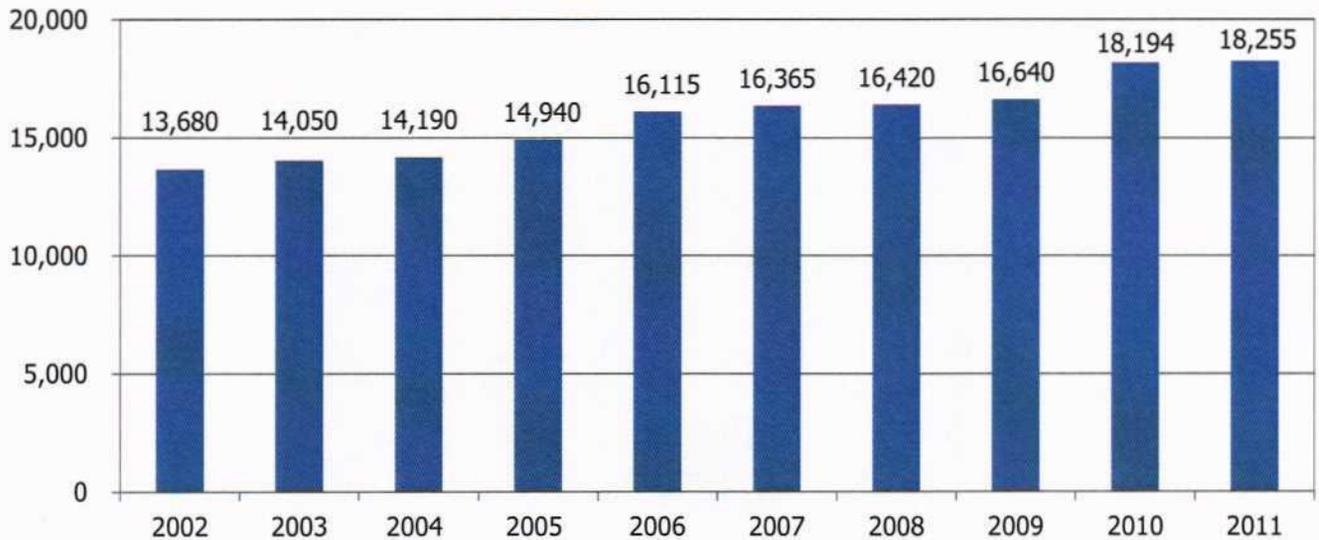
The City of Sherwood has all powers granted to municipal corporations by State statutes, including the power to issue debt, levy taxes on real property within its boundaries, and extend its corporate limits by annexation.

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

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

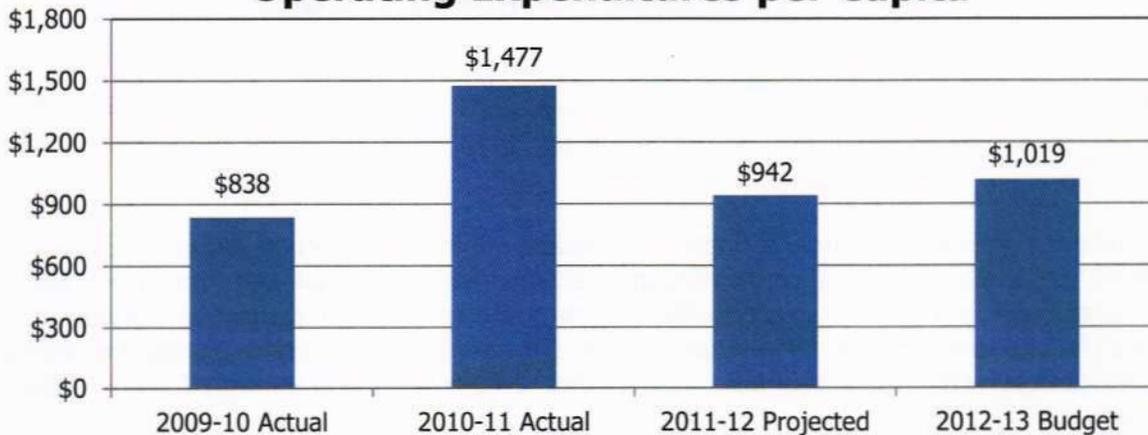
According to Portland State University’s Population Research Center the City’s population as of July 1, 2011 was 18,255, and is predicted to increase by 100 people per year for the next several years. The assessed value of real property exceeded one billion dollars in 2005-06.

City of Sherwood Population



Cost per capita for our citizens has increased from the previous year.

Operating Expenditures per Capita



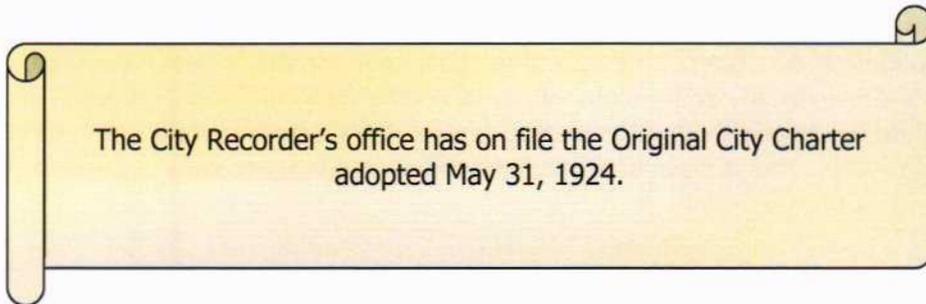
In December 2002, the Metropolitan Service District, the regional land use planning entity, added about 300 acres to the City's Urban Growth Boundary (UGB). Planning for future land uses, civic services, and infrastructure improvements has begun. Annexation requires voter approval.

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

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

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

Current information about services and projects can be located at the City website:
www.sherwoodoregon.gov



The City Recorder's office has on file the Original City Charter adopted May 31, 1924.

City Manager's Budget Message for FY 2012-13

Citizens of Sherwood,

It is my privilege to provide you, the citizens of the City of Sherwood, with my proposed budget for Fiscal Year 2013 (FY13), the fiscal year that begins on July 1, 2012.

This budget was initially developed by the City's senior management team. State budget law, then, provides for three levels of scrutiny of that budget: the City Manager level, the Budget Committee level, and the City Council level. At any step in this process the reviewing body can and should alter the budget if they believe it is in the best interests of the City.

After my review, I modified most of the department budgets, following discussion with the Department Directors. I based my modifications on the following restraints and acknowledgments.

1. The budget will provide resources needed to sustain current operating efficiencies.
2. The budget will provide resources to sustain the quality of life in Sherwood.
3. Managing expenses is the responsibility of city administration, but managing expenses alone will not resolve the gap between revenues and expenditures.
4. Fees and taxes will have to be considered as a means to support existing services and provide expansion of services if the current economic trend continues.
5. All budget actions must serve to enhance citizens' level of trust in City government.

THE GENERAL FUND

This proposed budget reflects the economic and political environment in which we now operate. Once again, the state of the economy is the main influence on the General Fund. No matter what services we would like to initiate or expand, without economic growth the existing revenue sources will not support changes in service levels. This budget anticipates that this environment will continue for the next fiscal year.

Ultimately, Sherwood's economy will improve. Our town will grow commercially and residentially. That growth will take us to a new future. My proposed General Fund budget is one that continues the support for existing programs, meets the Council's fund balance requirements, and includes structural changes that will positively impact future budgets.

General Fund Base Budget and Three-Year Forecast

For this year's budget we are using the concepts of a "base budget" and a "three-year forecast" initiated in last year's budget process. The objective of these concepts is to identify spending in the year for which we are budgeting and show the impact of those decisions on future year's budgets.

The three-year forecast applies inflationary trends and known cost increases to that base budget and anticipates the long term impact of today's financial decisions on future budgets.

After the economy, a decrease in fine revenue has the next largest impact on the budget. The number of citations issued in the last few months for photo redlight has fallen almost as dramatically as it was rising a year ago. So, fine revenue has been decreased in this budget. This reduction was expected as driver behavior and safety improves at City intersections.

At this time last year the City Manager informed you that he had reduced General Fund staffing by four positions, saving about \$300,000 in FY12 and future budgets. This year, faced with a similar shortfall, I have removed five positions from the budget. The City employs around 100 staff members so this year's reduction represents a 5% decrease in City staffing.

Except for the URA position, these positions were eliminated without layoffs. The cut positions were either vacant or the affected employees were transferred to vacant positions.

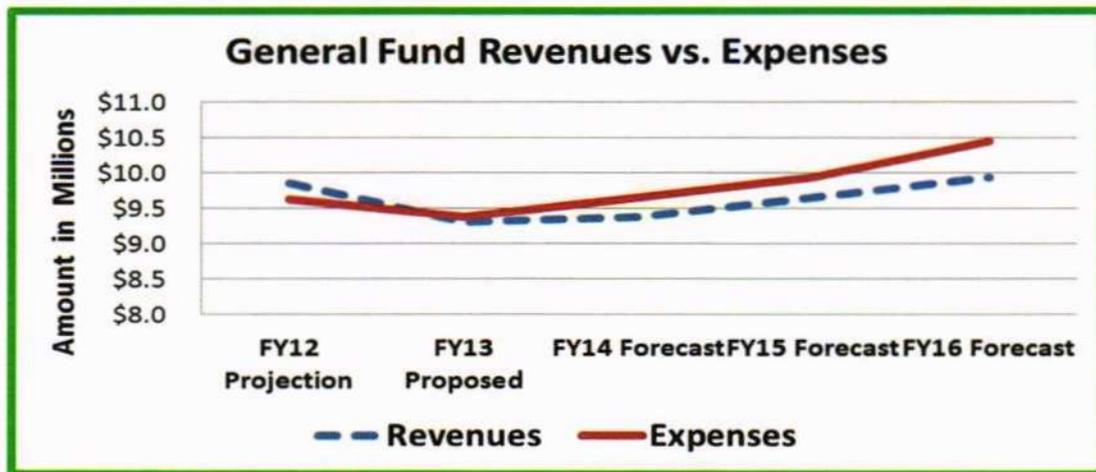
Personal Services Costs

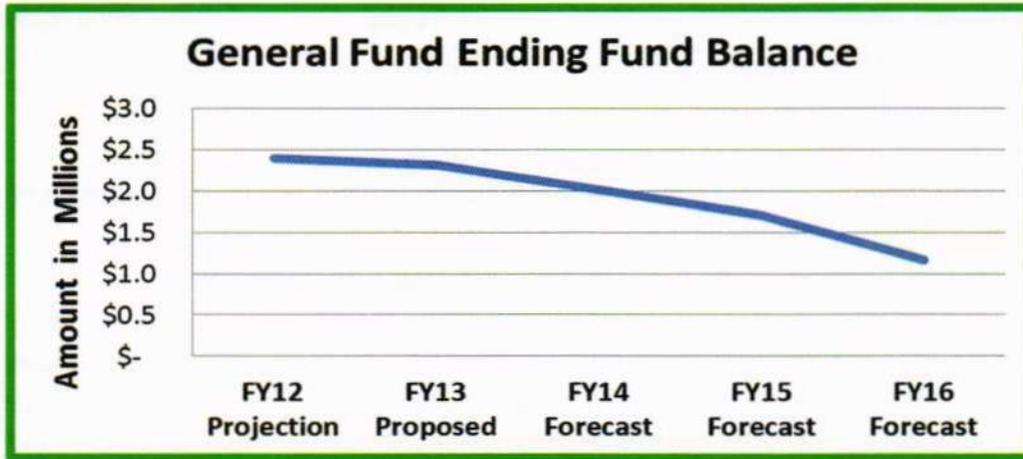
My proposed budget includes a 3.1% cost of living increase based on union contracts. Health insurance costs are budgeted to increase by 10.6%, with employees continuing to pay 13% of the premiums. Health insurance deduction remains at the \$200 level. PERS rates will not increase this year but are expected to increase in the following fiscal year. Total General Fund Personal Services costs will increase by \$106,000 (1.5%) between FY12 and FY13.

General Fund Three Year Forecast

For two years now, positions have been eliminated in order to balance the General Fund budget. These reductions, combined with tight control of Materials and Services spending, have resulted in long term savings. The following charts document this and reflect five assumptions.

- 1. Savings from the FY12 and FY13 position reductions will be on-going
- 2. Service delivery level will stay at status quo (no new or enhanced programs)
- 3. Employee benefit and salary increases will conform to contractual provisions
- 4. Revenues will increase at 3% annually.
- 5. The economy will remain relatively the same.





This is a simple story: the gap between revenues and expenditures will grow and will slowly drain the fund balance. The redeeming aspect of this year's forecast is that the decrease in ending fund balance is much less over time than it was in last year's forecast. As we adjust operations to face the new economy, we are making decisions that have positive long term impacts.

OTHER GOVERNMENTAL FUNDS

The Debt Service Fund includes only budget necessary to pay the debt service on general obligation bonds.

The **General Construction Fund** budget includes the initial design work on the Cedar Creek Trail and only one construction project, the remodeling of the Senior Center bathrooms and entry. The majority of funding for this project comes from a Community Development Block Grant given to the City for this project.

The **Street Operations Fund** is benefiting from new state Highway Apportionment allocation that has resulted in a \$200,000 annual increase in revenue in the fund. This funding could also be used in the **Street Capital Projects Fund** to support construction projects.

ENTERPRISE FUNDS

Just as the General Fund budget was developed with an eye on future impacts, so were the Enterprise Fund budgets. The standards for these funds were to:

1. Maintain the current service level
2. Include expenses need to maintain the assets
3. Include contributions to replacement reserves
4. Adjust rates to support these actions and the long term stability of the enterprises.

The Enterprise Funds are the four self-sustaining utility systems operated by the City: **Water Fund, Sanitary Sewer Fund, Storm Sewer Fund, and Telecom Fund**. Revenue and expenditure trends in these funds are stable and, except for the Water Fund, the current City rates should be adequate. The Water Fund rates are analyzed annually and this year's analysis is in process.

SUMMARY

The Revenue pie charts on page 11 of this document and the expenditure pie charts on page 15 illustrate the City of Sherwood's financial strength: diverse revenue sources and balanced expenditure categories. The diversity of revenues protects the City from the revenue problems of the state (overwhelming reliance on income tax) and the schools (almost complete reliance on revenues from the state). The diversity of expenditure categories insulates Sherwood from abrupt cost increases in any one category.

Underpinning this healthy diversity of revenues and expenditures are fund balances that serve as both reserves for future expenditures and contingencies for unforeseen emergencies.

This budget has been crafted to protect this situation while maintaining the current level of services to citizens. I look forward to working with you this year to perfect and implement this budget.

Respectfully submitted,

Tom Pessemier, City Manager Pro Tem



Mission Statement

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

Values

The City of Sherwood Values and Promotes:

- Quality Services
- Fiscal Responsibility
- Citizen Participation
- Community Pride
- Community Partnerships
- Community Livability

Goals

Public Safety

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

Infrastructure

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

Livability

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

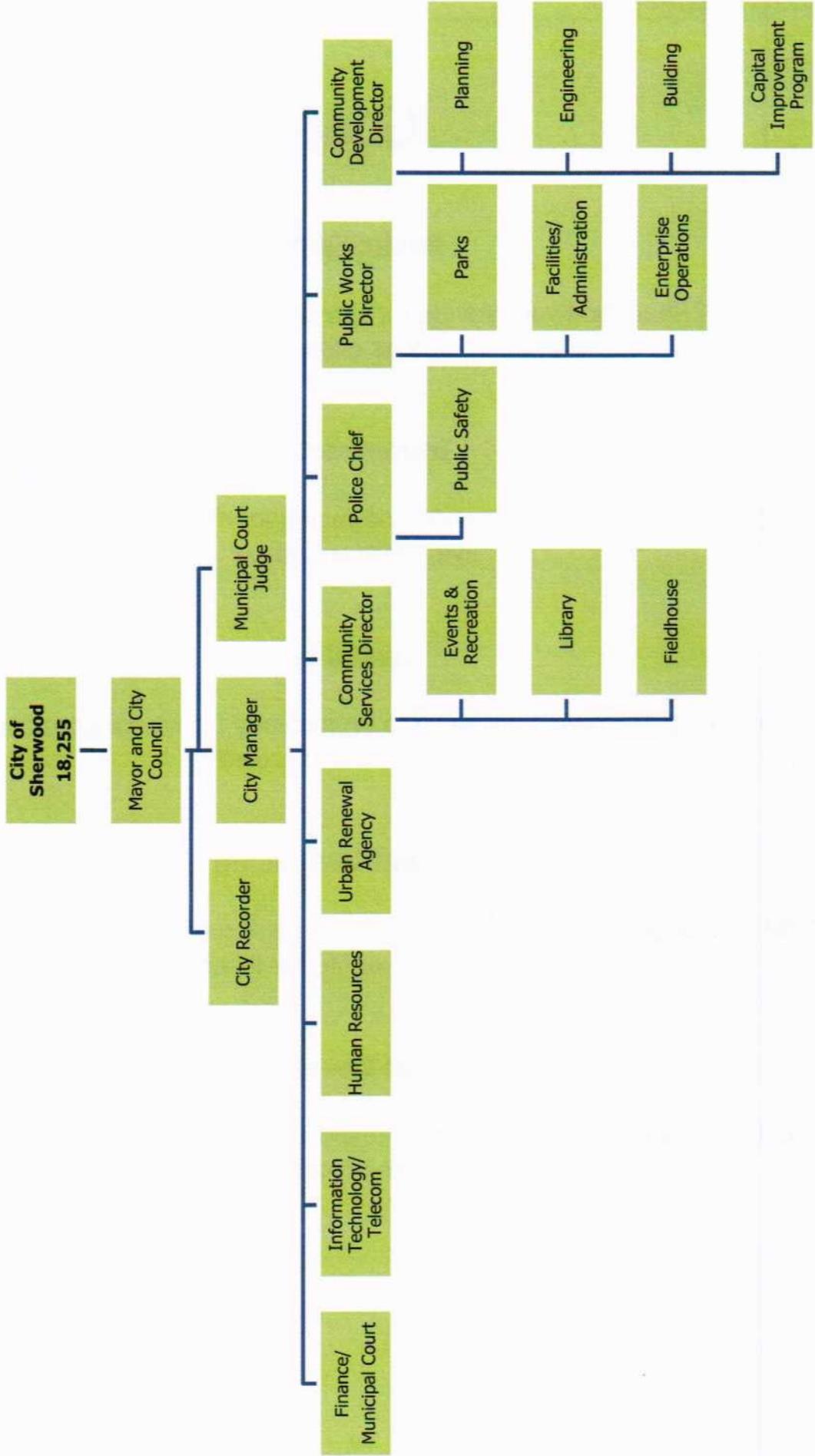
Resident Well Being

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

Economic Development

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

City of Sherwood Organizational Chart



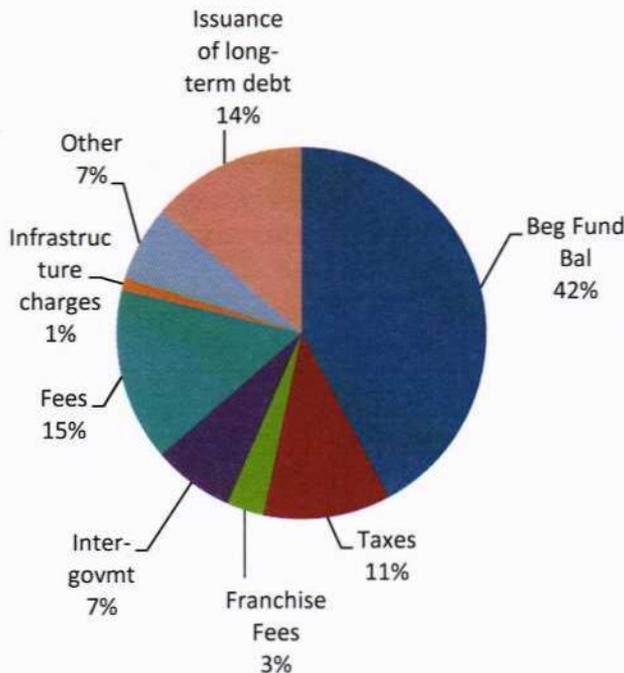
Budget in Total

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

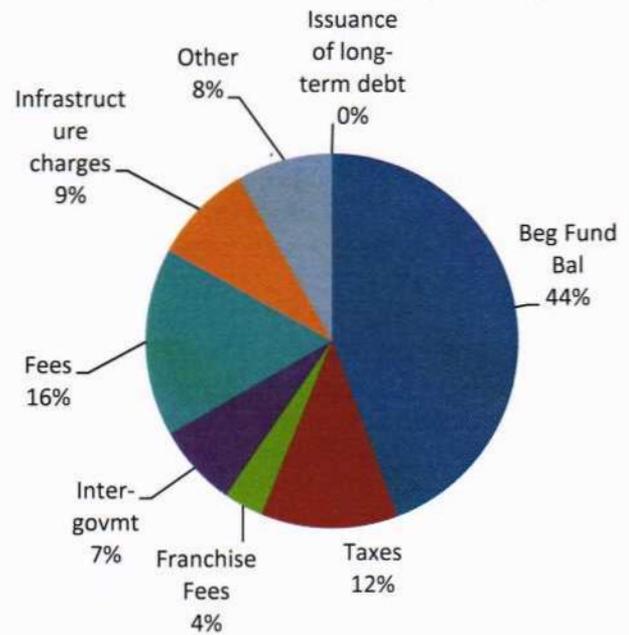
Sources

Budgeted sources, exclusive of transfers between funds, follow.

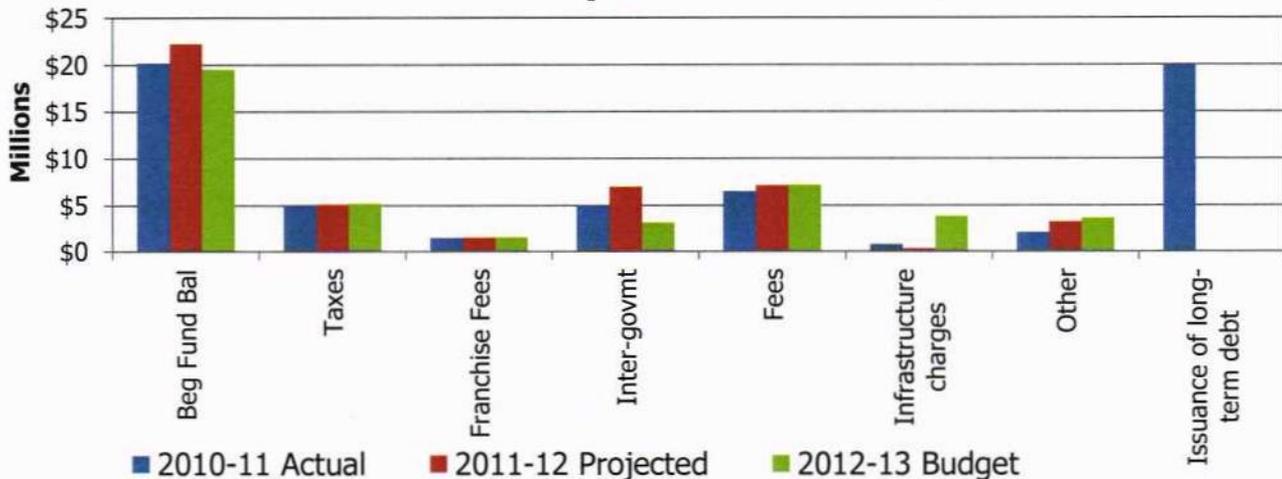
Sources - All Funds 11-12



Sources - All Funds 12-13



**Sources - All Funds
2011-12 Compared to Prior Years**



Beginning fund balance

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

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

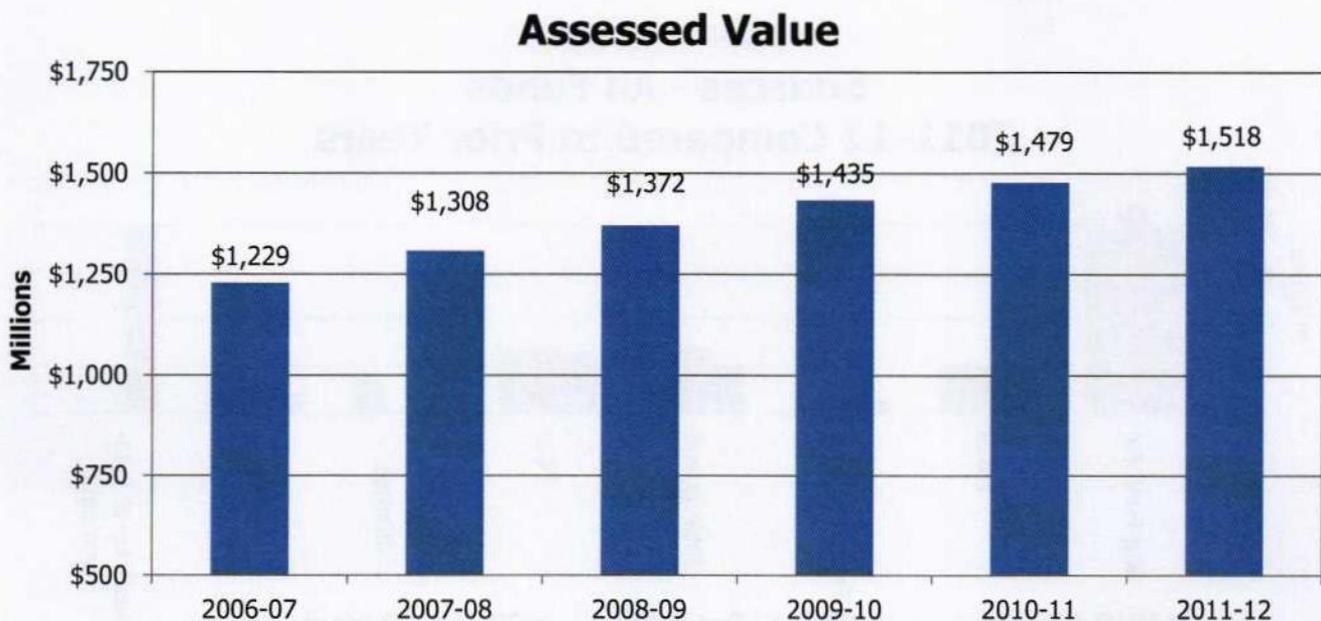
Taxes and franchise fees

Property taxes

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

The permanent rate levy was fixed by ballot initiatives in the 1990's and cannot be increased by the City. General Fund property tax revenue depends on assessed values, which are a function of increased development, the annual 3% statutory increment and the effect of the Sherwood Urban Renewal District. Please refer to the Property Tax Description on pages 25 and 26 for a detailed explanation.

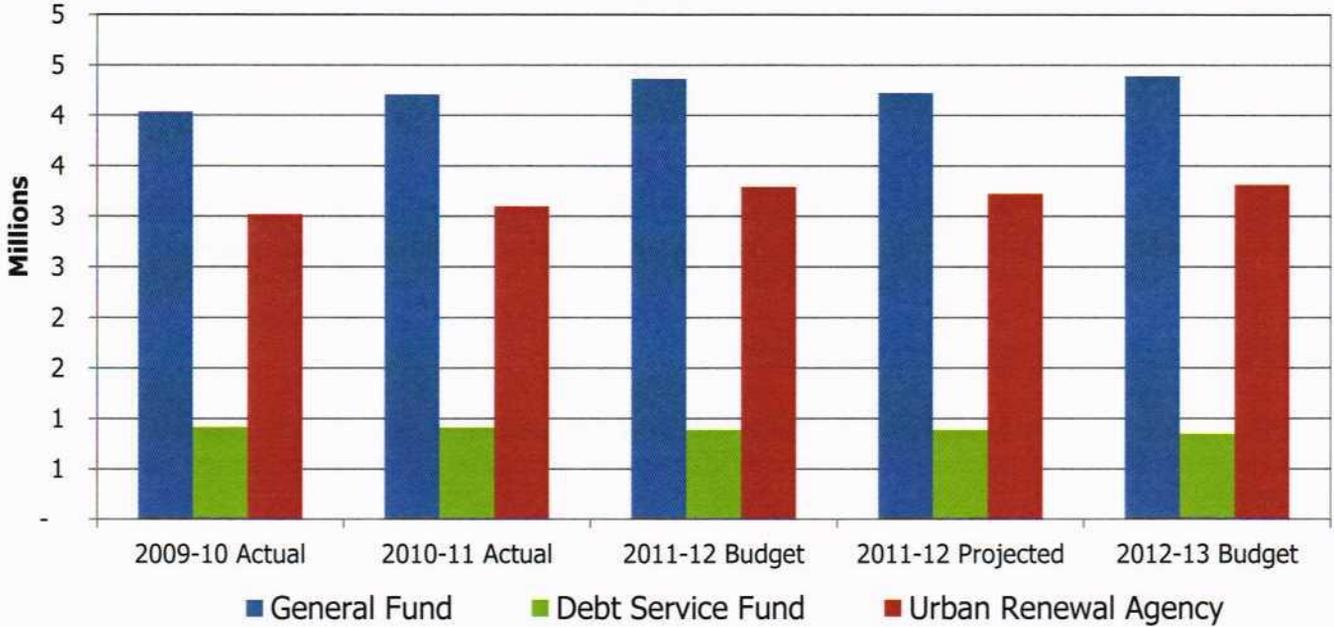
Total FY12 assessed value in the City of Sherwood is \$1,518,000,000. The following chart shows the assessed value trend:



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

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

Property Tax Revenue

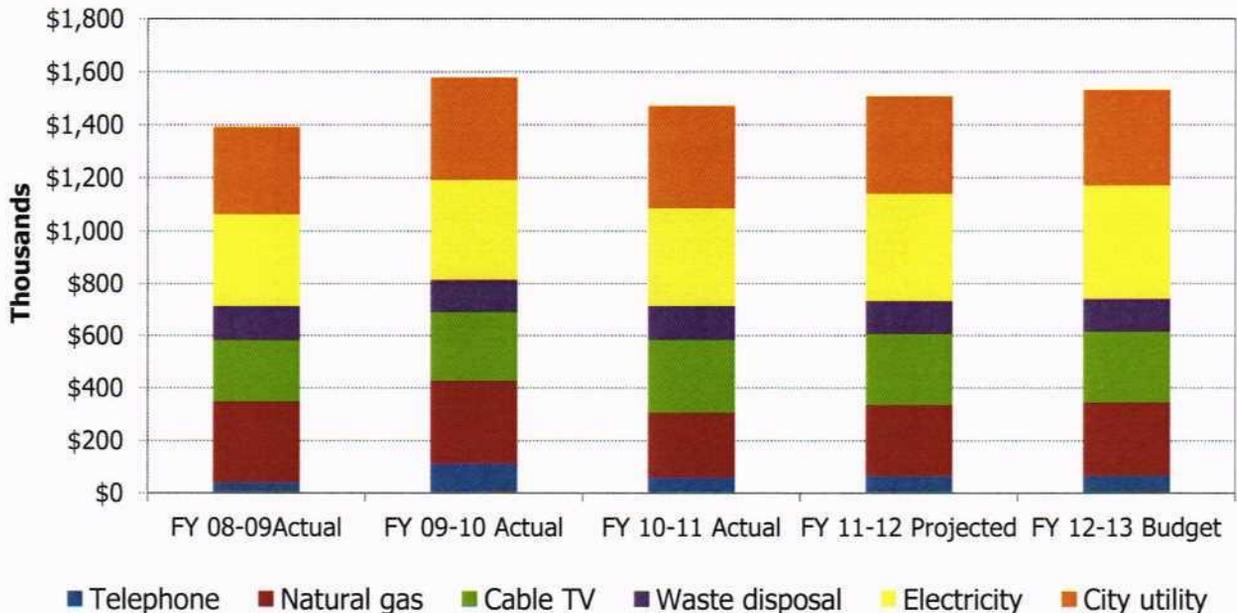


Property taxes represent 44% of General Fund revenue exclusive of reimbursements from the URA.

Franchise fees

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

Franchise Fees



Intergovernmental

Intergovernmental revenue includes:

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

Charges for services

The long term water plan has a rate increase scheduled for FY13. A rate study is being conducted this spring to determine if that increase will be required and, if so, at what level. Staff will report on the results of that study during the budget meetings.

Infrastructure development charges

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

Fines, interest and other

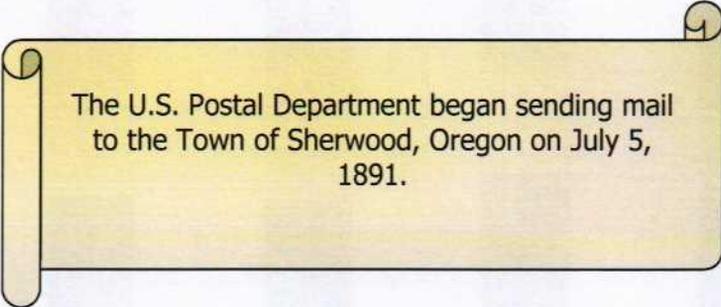
Other revenue includes fines for traffic infractions and other violations, library fines, and interest on our bank accounts.

Sale of fixed assets

There are no sales of fixed assets contemplated in the fiscal year 2012-13 budget.

Issuance of long-term debt

There are no debt issuances contemplated in the fiscal year 2012-13 budget.

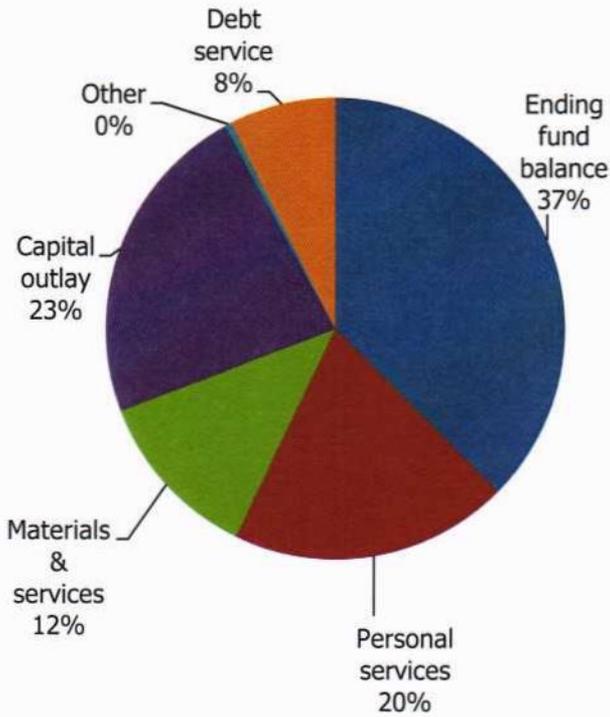


The U.S. Postal Department began sending mail to the Town of Sherwood, Oregon on July 5, 1891.

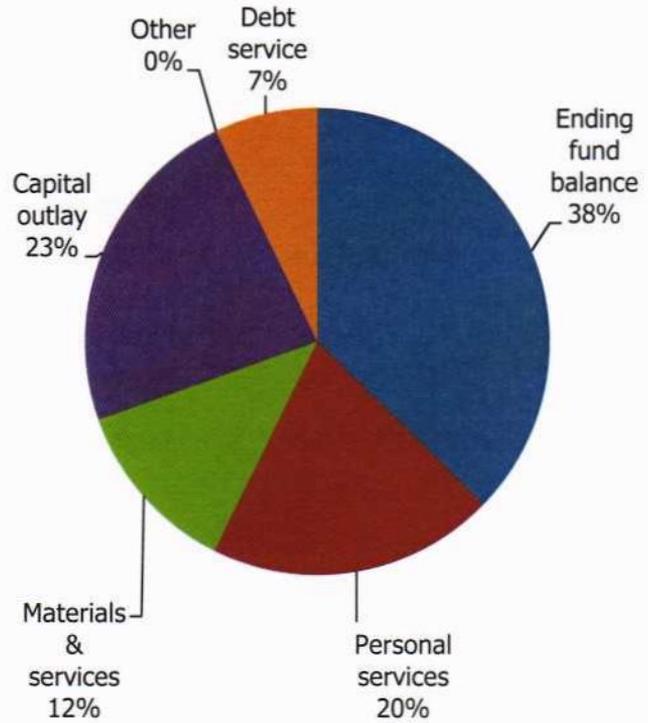
Uses

Uses for all funds are:

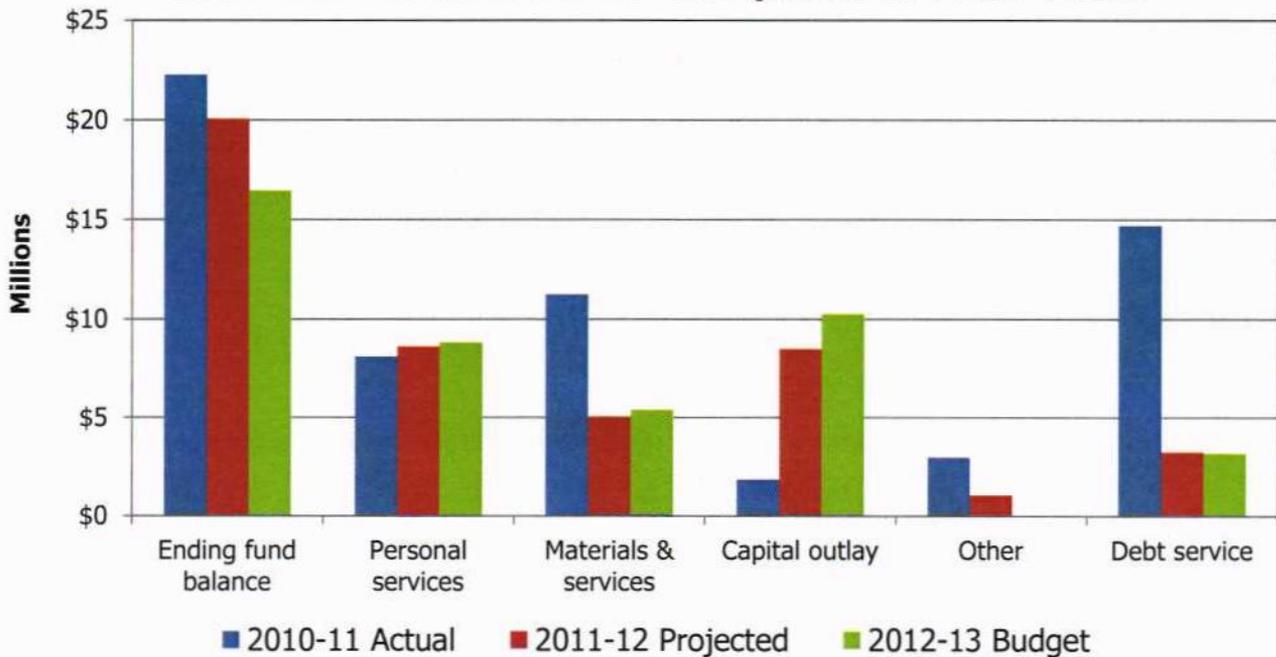
Budgeted Uses of All Funds 11-12



Budgeted Uses of All Funds 12-13



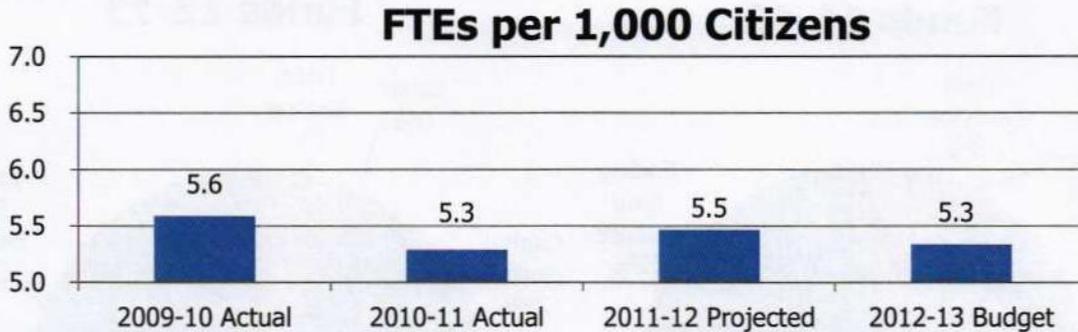
Uses - All Funds 2012-13 Compared to Prior Years



Personal Services

Full-Time Equivalent (FTE)

The following compares City staffing to population growth.



Positions eliminated in this budget are detailed in the Personnel FTE Comparison to Prior Years on page 97. Significant reductions are:

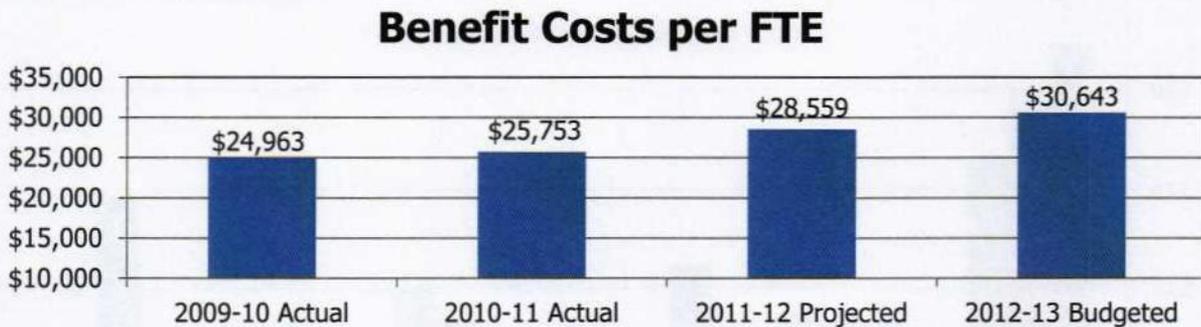
- 2 Administrative Assistant II's in Finance – Reception and Court
- 1 Police Officer
- 1 Court Clerk
- Reclassification of 1 Public Works General Fund position to the Enterprise Funds
- 1 Economic Development Manager

Wages

The budget includes a 3.1% cost of living increase at July 1 for all employees.

Benefits

Benefit costs continue to increase faster than inflation and property tax revenue. The average cost of benefits per employee follows:



The major benefits are health insurance and PERS. Employee insurance costs are budgeted to increase 10.6% in 2012-13.

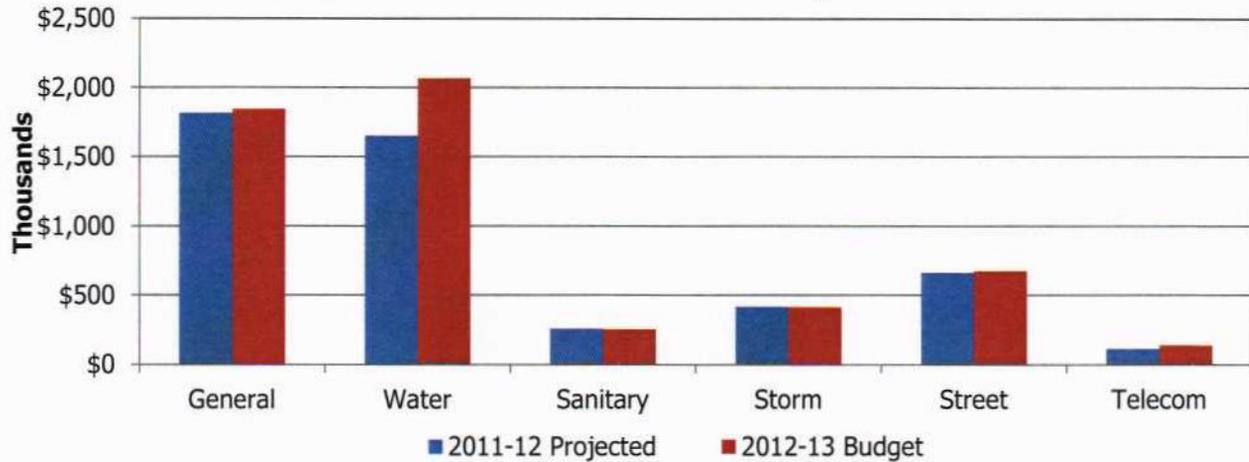
The most recently adopted PERS rates for the City of Sherwood are:

- 15.91% for Tier 1 & Tier 2 covered employees
- 10.82% for OPSRP covered employees
- 13.53% for OPSRP Police covered employees

Materials and Services

Materials and services for operations, by fund, are:

Materials and Services - Operations



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

Capital Outlay

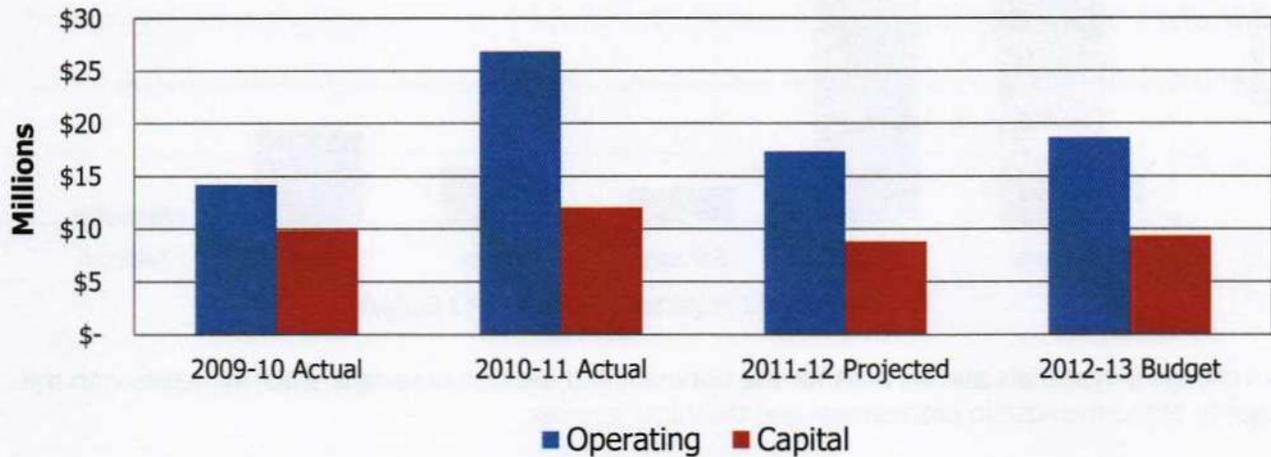
Capital project expenditures are discussed in the Capital Improvement Program section. Capital outlays are single purchases that are budgeted within the operational budgets of the city whose value exceeds \$5,000. The significant FY13 capital outlay expenditures are:

Program	Purchase	Cost
Police	Annual lease payments on three police vehicles	45,000
IT	IT equipment	31,441
Parks	Install artificial infield turf at Snyder Park Baseball Field	19,000
Parks	Replace playground border at Stella Olsen Park	6,720
Parks	Trail repairs and seal coat	20,000
Parks	Calsense	24,000
Facilities	PW security fencing	20,000
Water	Begin conversion to automated meter reading system	100,000
Sanitary	Inspection software	22,500
Sanitary	Inspection camera	20,000
Storm	Inspection software	22,500
Storm	Inspection camera	20,000
Streets	Slurry seal	60,000
Streets	Maintenance paving projects	440,000
Streets	Sidewalk repairs	80,000
Streets	Deicing equipment	6,000

Capital Project Expenditures

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

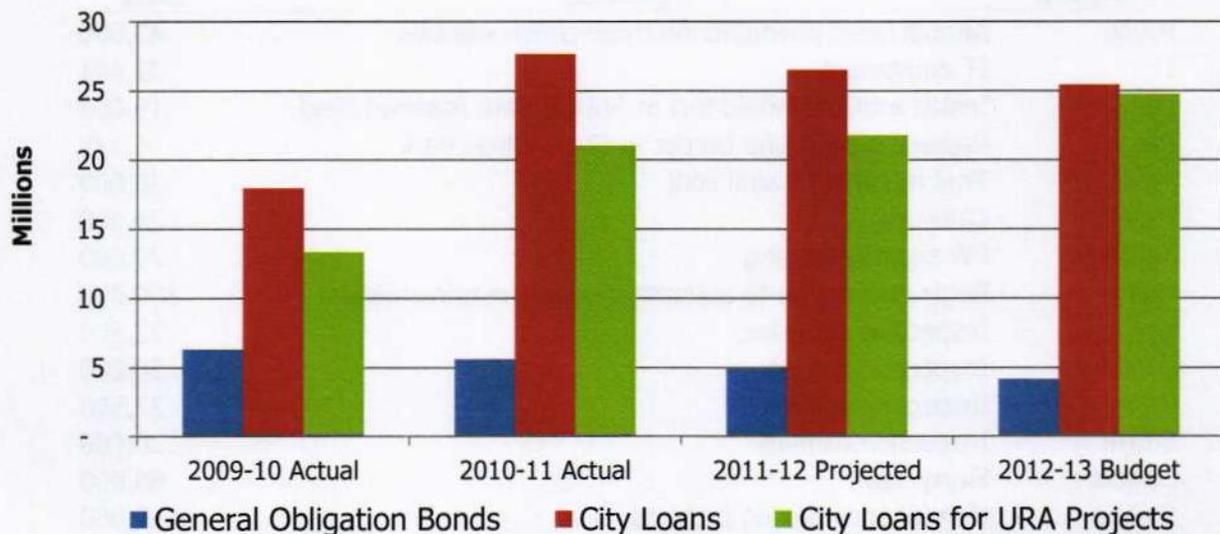
Operating vs. Capital Expenditure



Debt Service

The budgeted principal balance of outstanding debt is: \$53,194,942

Principle Balance of Outstanding Debt



Payment sources for all debt expected to be outstanding at June 30, 2013 are shown in the Debt Service Expenditures to Maturity schedule on pages 92-94.

Financial Condition and Outlook

Sherwood's Aa3 rating for General Obligation Debt was affirmed by Moody's in April, 2011 in anticipation of a new bond issue. At the same time Moody rated the City's Full Faith and Credit obligations at A1.

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

Operations Outlook

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

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

Street Operations Fund relies on apportionment of vehicle and gasoline taxes and licenses from the state and county. This revenues increased by 22% in FY12 due to state legislative changes to the apportionment formula. Combined with dedicated street and sidewalk utility fees this fund will support the planned maintenance for the City's streets and sidewalks.

Capital Project Outlook

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

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

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

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

Financial Organization

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

Funds

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

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

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

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

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

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

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

Divisions and Departments

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

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

Operating and Capital

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

FINANCIALS

BUDGET IN TOTAL

Budget in Total

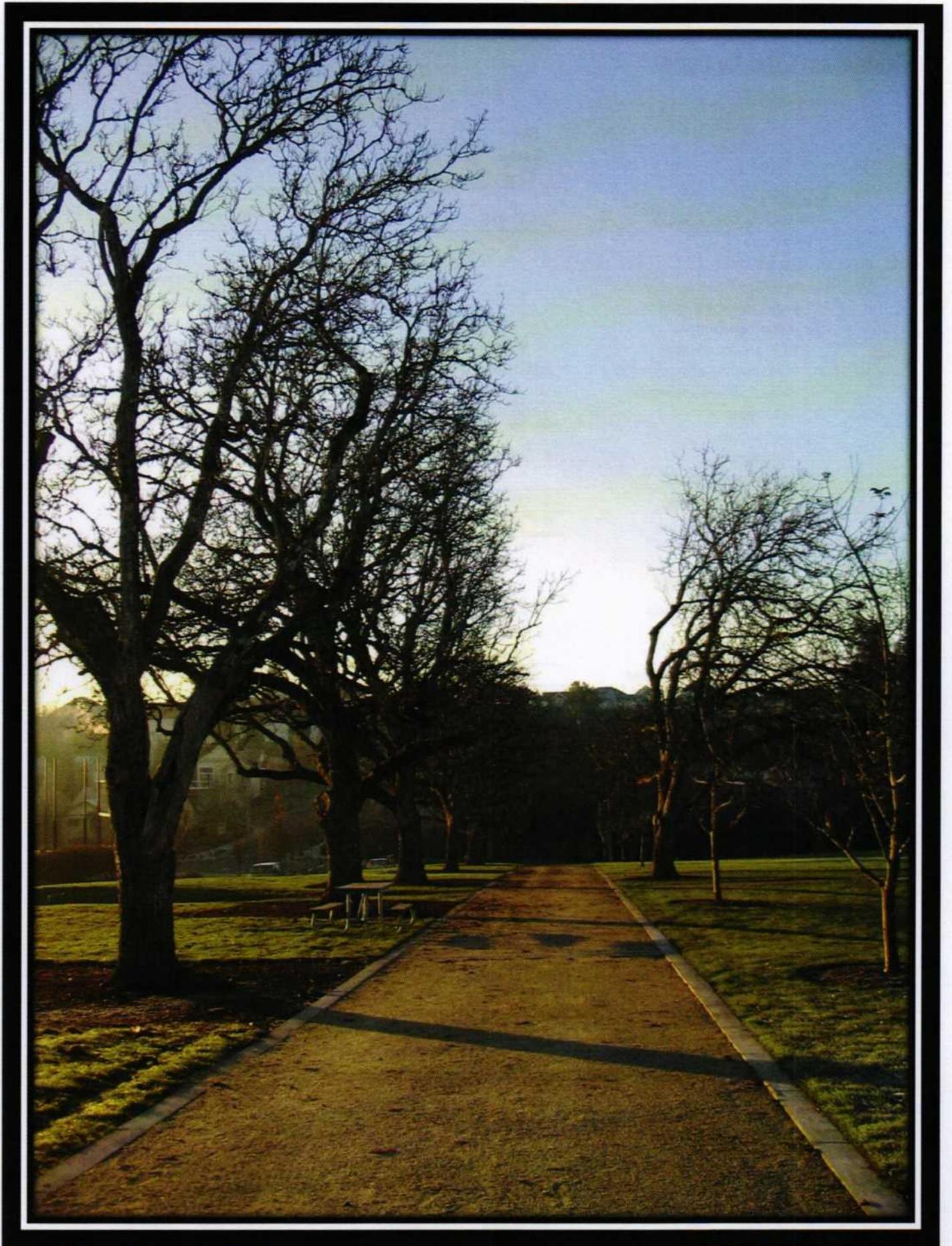
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Proposed	2012-13 Approved	2012-13 Adopted
SOURCES							
Beginning fund balance	\$ 20,679,980	\$ 20,235,520	\$ 20,154,212	\$ 22,277,014	\$ 19,555,582	\$ 19,555,582	\$ 19,555,582
Revenue							
Taxes	4,956,322	5,123,910	5,252,578	5,114,500	5,242,500	5,242,500	5,242,500
Franchise Fees	1,578,593	1,471,115	1,596,052	1,508,718	1,533,525	1,533,525	1,533,525
Licenses and permits	83,009	82,472	71,000	71,200	71,208	71,208	71,208
Intergovernmental	3,367,476	5,053,994	4,610,776	6,984,084	3,137,282	3,137,282	3,137,282
Charges for services	6,553,577	6,416,333	7,383,900	7,039,364	6,986,263	7,116,263	7,116,263
Infrastructure development	683,285	768,384	444,600	298,700	3,838,429	3,838,429	3,838,429
Fines, interest and other	1,957,722	1,474,580	1,717,285	1,753,698	1,223,777	1,223,777	1,245,777
Total revenue	19,179,984	20,390,787	21,076,191	22,770,264	22,032,984	22,162,984	22,184,984
Other sources							
Transfers in	1,092,622	582,497	1,411,898	1,355,122	2,269,126	2,269,126	2,269,126
Sale of fixed assets	250,000	-	-	-	-	-	-
Interfund loan payments	-	-	-	293,300	150,000	150,000	150,000
Issuance of long-term debt	3,152,556	20,018,519	6,498,833	-	-	-	-
Total other sources	4,495,178	20,601,016	7,910,731	1,648,422	2,419,126	2,419,126	2,419,126
Total sources	44,355,141	61,227,323	49,141,134	46,695,700	44,007,692	44,137,692	44,159,692
USES							
Expenditures							
Personal services							
Salaries and wages	5,300,616	5,666,152	6,155,728	5,776,901	5,916,401	5,916,401	5,982,073
Payroll taxes	519,873	558,942	664,825	638,817	648,338	648,338	648,338
Benefits	1,784,252	1,895,312	2,310,440	2,211,409	2,259,719	2,259,719	2,259,719
Total personal services	7,604,742	8,120,406	9,130,993	8,627,127	8,824,458	8,824,458	8,890,130
Materials and services							
Professional & technical	9,516,460	8,729,722	2,358,674	2,079,732	2,449,363	2,449,363	2,449,363
Facility and equipment	1,048,357	984,272	1,361,660	1,187,844	1,188,420	1,188,420	1,188,420
Other purchased services	963,122	975,262	1,238,909	1,139,283	1,136,381	1,136,381	1,136,381
Supplies	445,595	438,607	587,764	497,828	514,738	514,738	514,738
Community activities	39,619	54,208	17,195	14,895	21,575	21,575	21,575
Minor equipment	176,285	149,228	204,226	173,514	146,172	146,172	146,172
Other materials & services	(81,264)	(72,817)	(41,990)	(71,058)	(51,878)	(51,878)	(29,878)
Total materials & services	12,108,173	11,258,481	5,726,438	5,022,038	5,404,771	5,404,771	5,426,771
Capital outlay							
Land	17,634	262,737	-	-	-	-	-
Infrastructure	878,247	911,872	15,117,282	8,739,374	9,929,477	9,929,477	9,929,477
Buildings	-	170,750	-	-	-	-	-
Vehicles	35,101	284,429	35,000	102,000	45,000	45,000	45,000
Furniture and equipment	117,434	235,056	365,923	360,623	287,441	287,441	287,441
Total capital outlay	1,048,417	1,864,845	15,518,205	9,201,997	10,261,918	10,261,918	10,261,918
Debt service							
Principal	1,587,760	13,711,942	1,992,587	1,940,425	1,948,921	1,948,921	1,948,921
Interest	662,243	625,705	1,299,738	1,293,409	1,230,689	1,230,689	1,230,689
Issuance costs	7,184	390,403	-	-	-	-	-
Total debt service	2,257,187	14,728,050	3,292,325	3,233,834	3,179,610	3,179,610	3,179,610
Total expenditures	23,018,518	35,971,782	33,667,961	26,084,996	27,670,757	27,670,757	27,758,429
Other uses							
Transfers out	1,092,622	2,978,527	1,214,917	1,055,122	-	-	-
Ending Fund Balance	20,244,002	22,277,014	-	-	-	-	-
Equipment Replacement Reserve	-	-	259,002	291,019	476,019	476,019	476,019
Infrastructure Reserve	-	-	-	25,000	120,000	120,000	120,000
Contingency	-	-	13,999,254	19,239,563	15,740,916	15,870,916	15,805,244
Total uses	44,355,141	61,227,323	49,141,134	46,695,700	44,007,692	44,137,692	44,159,692

FINANCIALS**BUDGET IN TOTAL BY FUND****Budget in Total by Fund**

	2012-13 Budget	General Fund	General Construction Fund	Debt Service Fund	Street Operations Fund
SOURCES					
Beginning fund balance	19,555,582	2,226,657	594,129	47,484	486,376
Revenue					
Taxes	5,242,500	4,392,500	-	850,000	-
Francise Fees	1,533,525	1,533,525	-	-	-
Licenses and permits	71,208	71,208	-	-	-
Intergovernmental	3,137,282	1,365,716	179,600	-	1,100,000
Charges for services	7,116,263	522,283	-	-	505,000
Infrastructure development	3,838,429	103,425	21,537	-	-
Fines, interest and other	1,245,777	1,161,192	30,013	-	3,000
Total revenue	22,184,984	9,149,849	231,150	850,000	1,608,000
Other sources					
Transfers in	2,269,126	-	100,000	-	-
Sale of fixed assets	150,000	150,000	-	-	-
Total other sources	2,419,126	150,000	100,000	-	-
Total sources	44,159,692	11,526,506	925,279	897,484	2,094,376
USES					
Expenditures					
Personal services					
Salaries and wages	5,982,073	4,741,071	4,383	-	172,986
Payroll taxes	648,338	510,645	430	-	22,029
Benefits	2,259,719	1,795,147	1,678	-	62,907
Total personal services	8,890,130	7,046,863	6,491	-	257,922
Materials and services					
Professional & technical	2,449,363	987,105	-	-	35,954
Facility and equipment	1,188,420	691,766	-	-	323,078
Other purchased services	1,136,381	555,377	22	-	29,709
Supplies	514,738	304,874	-	-	65,484
Community activities	21,575	21,575	-	-	-
Minor equipment	146,172	115,208	-	-	4,000
Other materials & services	(29,878)	(808,744)	3,927	-	98,365
Total materials & services	5,426,771	1,867,161	3,949	-	556,590
Capital outlay					
Infrastructure	9,929,477	90,000	310,823	-	700,000
Vehicles	45,000	45,000	-	-	-
Furniture and equipment	287,441	31,441	-	-	6,000
Total capital outlay	10,261,918	166,441	310,823	-	706,000
Debt service					
Principal	1,948,921	111,300	38,700	735,000	-
Interest	1,230,689	29,142	10,133	157,626	-
Total debt service	3,179,610	140,442	48,833	892,626	-
Total expenditures	27,758,429	9,220,907	370,096	892,626	1,520,512
Other uses					
Ending Fund Balance	-	-	-	-	-
Equipment Replacement Reserve	476,019	197,017	-	-	54,002
Infrastructure Reserve	120,000	-	-	-	25,000
Contingency	15,805,244	2,108,582	555,183	4,858	494,862
Total uses	44,159,692	11,526,506	925,279	897,484	2,094,376

Budget in Total by Fund

	Street	Enterprise Funds			
	Capital Fund	Water Fund	Sanitary Fund	Storm Fund	Telecom Fund
SOURCES					
Beginning fund balance	3,428,479	8,084,299	3,358,471	1,284,181	45,505
Revenue					
Taxes	-	-	-	-	-
Francise Fees	-	-	-	-	-
Licenses and permits	-	-	-	-	-
Intergovernmental	-	-	491,966	-	-
Charges for services	50,000	3,862,250	521,850	1,320,000	334,880
Infrastructure development	3,061,849	482,318	6,786	162,514	-
Fines, interest and other	9,100	17,122	9,450	7,900	8,000
Total revenue	3,120,949	4,361,690	1,030,052	1,490,414	342,880
Other sources					
Transfers in	2,169,126	-	-	-	-
Sale of fixed assets	-	-	-	-	-
Total other sources	2,169,126	-	-	-	-
Total sources	8,718,554	12,445,989	4,388,523	2,774,595	388,385
USES					
Expenditures					
Personal services					
Salaries and wages	132,394	481,263	193,196	235,517	21,263
Payroll taxes	12,706	50,005	22,724	27,902	1,897
Benefits	49,302	183,906	74,956	83,229	8,594
Total personal services	194,402	715,174	290,876	346,648	31,754
Materials and services					
Professional & technical	-	1,244,900	35,004	136,392	10,008
Facility and equipment	-	79,388	20,912	32,916	40,360
Other purchased services	274	365,148	49,925	78,679	57,247
Supplies	-	102,140	13,924	23,316	5,000
Community activities	-	-	-	-	-
Minor equipment	-	3,012	3,900	5,052	15,000
Other materials & services	118,801	273,105	133,676	137,235	13,757
Total materials & services	119,075	2,067,693	257,341	413,590	141,372
Capital outlay					
Infrastructure	3,126,523	4,310,836	1,111,295	280,000	-
Vehicles	-	-	-	-	-
Furniture and equipment	-	100,000	42,500	62,500	45,000
Total capital outlay	3,126,523	4,410,836	1,153,795	342,500	45,000
Debt service					
Principal	-	824,425	-	104,326	135,170
Interest	-	1,013,843	-	5,115	14,830
Total debt service	-	1,838,268	-	109,441	150,000
Total expenditures	3,440,000	9,031,971	1,702,012	1,212,179	368,126
Other uses					
Ending Fund Balance	-	-	-	-	-
Equipment Replacement Reserve	-	50,000	85,000	90,000	-
Infrastructure Reserve	-	50,000	45,000	-	-
Contingency	5,278,554	3,314,018	2,556,511	1,472,416	20,259
Total uses	8,718,554	12,445,989	4,388,523	2,774,595	388,385



General Fund

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

The divisions are:

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

Property Tax Levies

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

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

Assessed Value

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

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

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

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

Limits and Compression

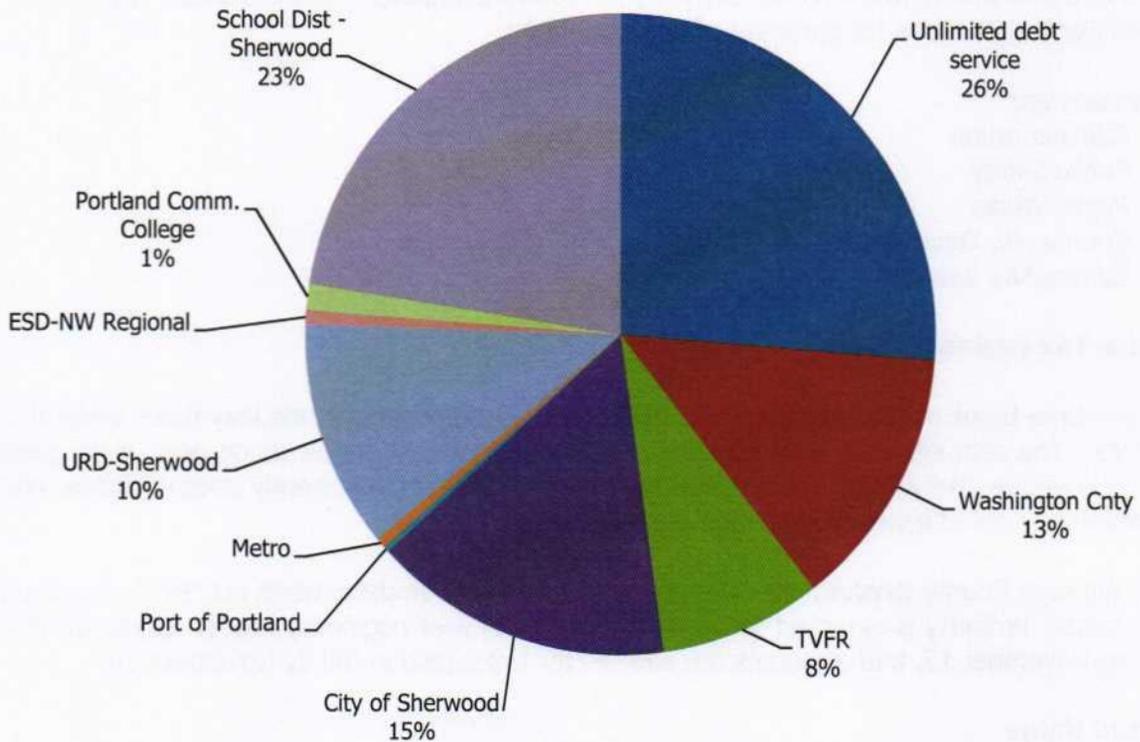
The total tax on a given piece of property is limited as follows:

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

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

In 2011-12, Sherwood property owners paid property taxes as follows:

2011-12 Tax Levy Categories



Effect of the Sherwood Urban Renewal Agency

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

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

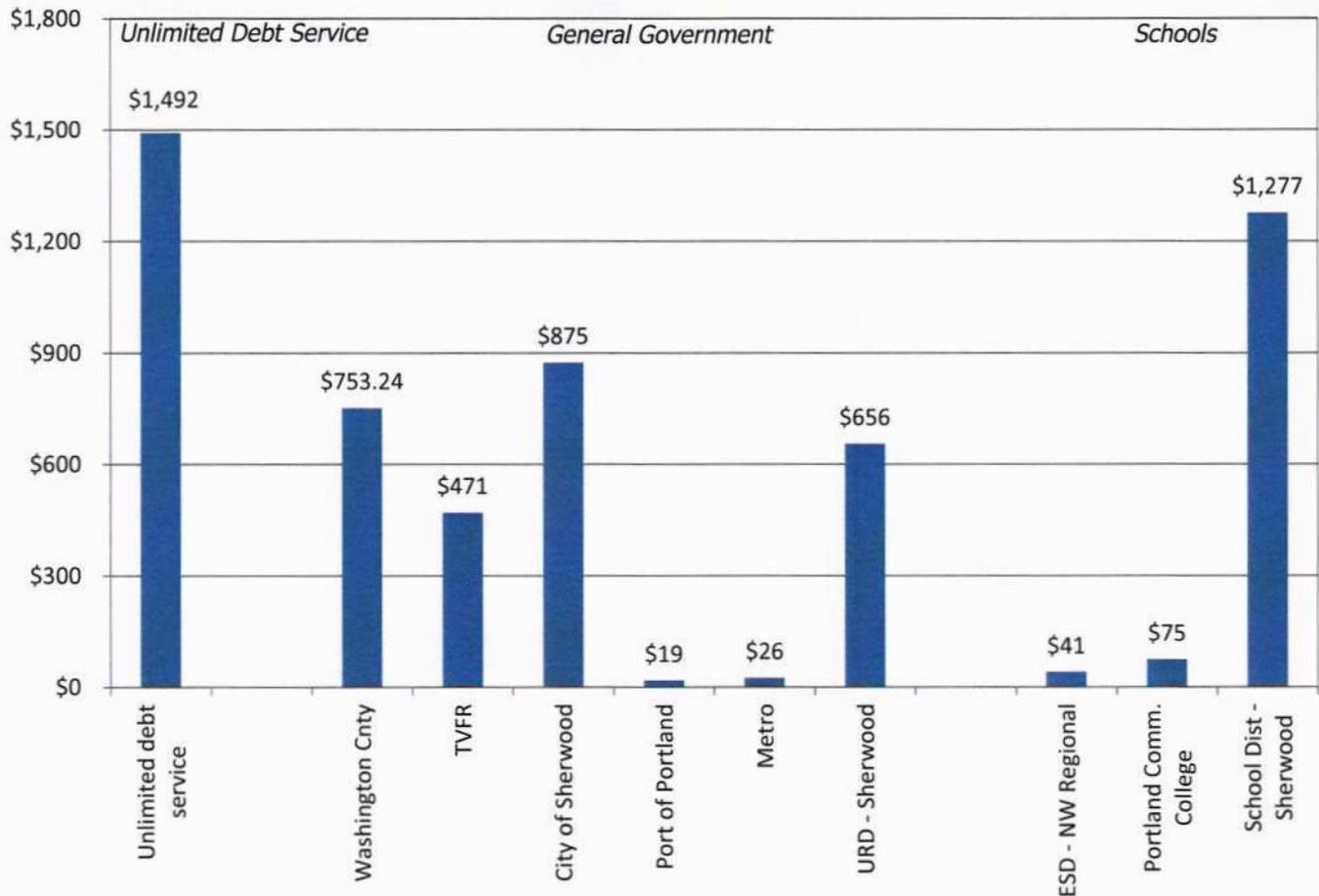
The URD will cease to exist after it has incurred and repaid the maximum indebtedness specified in the plan, \$ 45,133,469.

GENERAL GOVERNMENT

PROPERTY TAX LEVIES

2011-12 Tax

A Sherwood homeowner with an assessed value of \$300,000 would have paid \$5,685 in property taxes, as follows:



The City of Sherwood's portion of unlimited debt service is \$175.44; the remainder is for other jurisdictions such as Tualatin Valley Fire, Sherwood School Dist., and Washington County.

Property Tax Levies

General Fund

Estimated Taxable assessed value (exclusive of URA incremental assessed value)	\$ 1,349,501,695
Multiplied by the permanent rate	0.0032975
Levy	4,449,982
Less amount uncollectable in the year levied	(177,999)
General Fund property taxes to balance the budget	<u>\$ 4,271,983</u>

Debt Service Fund

Levy	\$ 850,000
Less amount uncollectable in the year levied	-
Debt Service Fund property taxes to balance the budget	<u>\$ 850,000</u>

GENERAL GOVERNMENT

GENERAL FUND

General Fund in Total

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Proposed	2012-13 Approved	2012-13 Adopted
SOURCES							
Beginning fund balance	\$ 898,753	\$ 1,862,794	\$ 1,758,847	\$ 2,172,887	\$ 2,226,657	\$ 2,226,657	\$ 2,226,657
Revenue							
Taxes	4,039,542	4,210,634	4,364,578	4,226,500	4,392,500	4,392,500	4,392,500
Franchise Fees	1,578,593	1,471,115	1,596,052	1,508,718	1,533,525	1,533,525	1,533,525
Licenses and permits	83,009	82,472	71,000	71,200	71,208	71,208	71,208
Intergovernmental	1,315,052	1,291,535	1,389,968	1,538,368	1,365,716	1,365,716	1,365,716
Charges for services	465,738	536,353	501,964	489,509	522,283	522,283	522,283
Infrastructure development	114,396	103,023	122,600	22,500	103,425	103,425	103,425
Fines, interest and other	633,159	1,316,862	1,646,475	1,645,588	1,139,192	1,139,192	1,161,192
Total revenue	8,229,489	9,011,992	9,692,637	9,502,383	9,127,849	9,127,849	9,149,849
Other sources							
Transfers in	372,367	-	253,998	57,017	-	-	-
Sale of fixed assets	250,000	-	-	-	-	-	-
Interfund loan payments	-	-	-	293,300	150,000	150,000	150,000
Total other sources	622,367	-	253,998	350,317	150,000	150,000	150,000
Total sources	9,750,609	10,874,786	11,705,482	12,025,587	11,504,506	11,504,506	11,526,506
USES							
Expenditures							
Personal services							
Salaries and wages	4,224,480	4,516,894	4,918,084	4,655,102	4,741,071	4,741,071	4,741,071
Payroll taxes	410,202	439,240	517,550	505,096	510,645	510,645	510,645
Benefits	1,422,917	1,505,069	1,833,962	1,780,041	1,795,147	1,795,147	1,795,147
Total personal services	6,057,599	6,461,203	7,269,596	6,940,239	7,046,863	7,046,863	7,046,863
Materials and services							
Professional & technical	717,101	878,469	1,257,518	1,033,280	987,105	987,105	987,105
Facility and equipment	569,885	596,103	766,436	703,322	691,766	691,766	691,766
Other purchased services	375,792	426,981	620,635	604,270	555,377	555,377	555,377
Supplies	268,103	286,957	342,232	303,896	304,874	304,874	304,874
Community activities	39,619	54,201	17,195	14,895	21,575	21,575	21,575
Minor equipment	154,864	137,849	174,854	138,404	115,208	115,208	115,208
Other materials & services	(695,397)	(875,741)	(1,079,104)	(890,998)	(830,744)	(830,744)	(808,744)
Total materials & services	1,429,966	1,504,819	2,099,766	1,907,069	1,845,161	1,845,161	1,867,161
Capital outlay							
Infrastructure	24,045	57,907	192,000	140,000	90,000	90,000	90,000
Vehicles	35,101	16,207	35,000	102,000	45,000	45,000	45,000
Furniture and equipment	104,839	155,196	334,923	340,623	31,441	31,441	31,441
Total capital outlay	163,986	229,310	561,923	582,623	166,441	166,441	166,441
Debt service							
Principal	136,596	146,068	164,273	134,077	111,300	111,300	111,300
Interest	50,416	43,718	36,529	34,922	29,142	29,142	29,142
Issuance costs	-	43,464	-	-	-	-	-
Total debt service	187,012	233,249	200,802	168,999	140,442	140,442	140,442
Total expenditures	7,838,563	8,428,582	10,132,087	9,598,930	9,198,907	9,198,907	9,220,907
Other uses							
Transfers out	49,252	273,317	200,000	200,000	-	-	-
Ending Fund Balance	1,862,794	2,172,887	-	-	-	-	-
Equipment Replacement Reserve	-	-	50,000	107,017	197,017	197,017	197,017
Contingency	-	-	1,323,395	2,119,640	2,108,582	2,108,582	2,108,582
Total uses	9,750,609	10,874,786	11,705,482	12,025,587	11,504,506	11,504,506	11,526,506

General Fund in Total by Division

	Administration	Community Development	Public Safety	Community Services	Public Works Operations	2012-13 Budget
SOURCES						
Beginning fund balance	2,226,657	-	-	-	-	\$2,226,657
Revenue						
Taxes	4,392,500	-	-	-	-	4,392,500
Francise Fees	1,533,525	-	-	-	-	1,533,525
Licenses and permits	61,200	-	10,008	-	-	71,208
Intergovernmental	430,000	13,596	71,000	731,120	120,000	1,365,716
Charges for services	47,000	251,154	5,500	212,629	6,000	522,283
Infrastructure development charges	-	103,425	-	-	-	103,425
Fines, interest and other	1,062,942	-	39,250	34,000	25,000	1,161,192
Total revenue	7,527,167	368,175	125,758	977,749	151,000	9,149,849
Other sources						
Interfund loan payment	150,000	-	-	-	-	150,000
Total other sources	150,000	-	-	-	-	150,000
Total sources	9,903,824	368,175	125,758	977,749	151,000	11,526,506
USES						
Expenditures						
Personal services						
Salaries and wages	1,075,608	629,338	1,842,675	687,893	505,557	4,741,071
Payroll taxes	92,220	59,064	235,237	59,801	64,323	510,645
Benefits	423,517	234,241	718,261	224,101	195,027	1,795,147
Total personal services	1,591,345	922,643	2,796,173	971,795	764,907	7,046,863
Materials and services						
Professional & technical services	405,575	105,796	231,374	55,340	189,020	987,105
Facility and equipment	305,370	3,020	92,708	960	289,708	691,766
Other purchased services	394,186	34,916	55,080	25,533	45,662	555,377
Supplies	15,880	3,792	49,250	134,100	101,852	304,874
Community activities	16,700	75	2,000	2,000	800	21,575
Minor equipment	75,292	7,820	1,500	6,700	23,896	115,208
Other materials and services	(754,142)	(76,602)	22,000	-	-	(808,744)
Total materials and services	458,861	78,817	453,912	224,633	650,938	1,867,161
Capital outlay						
Infrastructure	-	-	-	-	90,000	90,000
Vehicles	-	-	45,000	-	-	45,000
Furniture and equipment	31,441	-	-	-	-	31,441
Total capital outlay	31,441	-	45,000	-	90,000	166,441
Debt service						
Principal	111,300	-	-	-	-	111,300
Interest	29,142	-	-	-	-	29,142
Total debt service	140,442	-	-	-	-	140,442
Total expenditures	2,222,089	1,001,460	3,295,085	1,196,428	1,505,845	9,220,907
Other uses						
Ending Fund Balance	-	-	-	-	-	-
Equipment Replacement Reserve	157,017	-	-	-	-	157,017
Infrastructure Reserve	-	-	-	40,000	-	40,000
Contingency	2,108,582	-	-	-	-	2,108,582
Total uses	4,487,688	1,001,460	3,295,085	1,236,428	1,505,845	11,526,506
Net sources (uses)	\$ 5,416,136	\$ (633,285)	\$ (3,169,327)	\$ (258,679)	\$ (1,354,845)	\$ -

Administration Division

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Budget
Revenue					
Taxes	4,039,542	4,210,634	4,364,578	4,226,500	4,392,500
Franchise Fees	1,578,593	1,471,115	1,596,052	1,508,718	1,533,525
Licenses and Permits	71,109	71,137	61,000	61,200	61,200
Intergovernmental	367,276	401,153	392,400	430,000	430,000
Charges for Services	32,028	41,910	45,000	47,000	47,000
Infrastructure & Development fees	300	-	-	-	-
Other Revenue	488,236	1,176,552	1,570,975	1,569,088	1,062,942
Transfers in & Other Sources	622,367	-	253,998	350,317	150,000
Total revenue	7,199,452	7,372,501	8,284,003	8,192,823	7,677,167
Expenditures					
Personal services	1,290,725	1,499,905	1,799,196	1,619,906	1,591,345
Materials and services	(981,269)	(953,149)	530,292	484,133	458,861
Capital outlay	103,065	49,862	192,441	134,141	31,441
Debt service	137,009	139,869	138,451	138,451	140,442
Transfers out & Other Sources	49,252	250,000	200,000	200,000	-
Total expenditures	598,782	986,487	2,860,380	2,576,631	2,222,089
Net revenue (expenditures)	6,600,670	6,386,014	5,423,623	5,616,192	5,455,078

The name "Sherwood" arose from a declination of naming the town "Smock Ville" after its co-founders James Christopher and Mary Ellen Smock.

City Manager

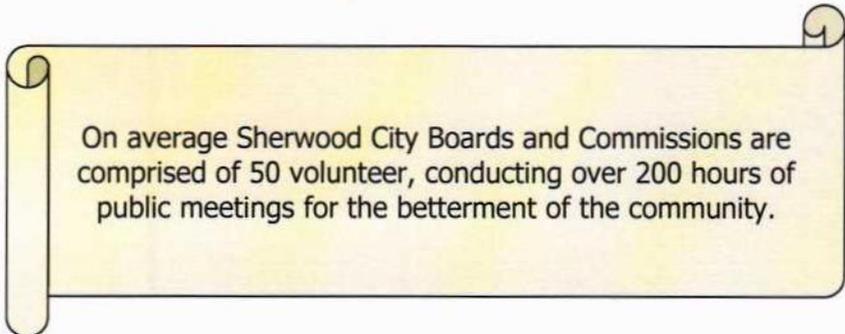
City Manager provides leadership, coordination and management for the City and is responsible for establishing general administrative policies that govern the operations of the city. The City Manager, with input from his Senior Management team, also supports and assists the Mayor and City Councilor’s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

2011-12 Accomplishments

- Received approval and adopted budget by City Council for 2011-2012 budget.
- Completion of transition to new City Manager.
- Completion of water pipeline to Wilsonville along with successful negotiation of final segment for construction
- Completion of Cannery Streets and Plaza
- Sherwood Main Streets approval to Transforming Stage
- Implementation of Photo Red Light Cameras on Highway 99W to enhance safety.

2012-13 Goals, Strategies, Values, Activities, and Performance Measures

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

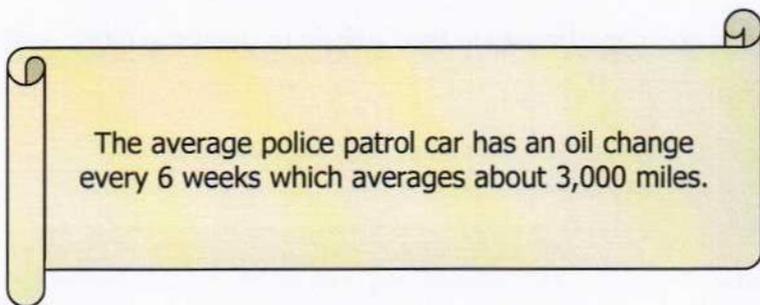


On average Sherwood City Boards and Commissions are comprised of 50 volunteer, conducting over 200 hours of public meetings for the betterment of the community.

Assistant City Manager

The Assistant City Manager functions as the operations officer for the City Manager, monitoring City activities and projects to assure timely coordination and completion. The Assistant City Manager oversees the Human Resources Division, Finance, Information Technology and the Urban Renewal District. This role also makes recommendations to the City Manager for policies and procedures and City wide budget development and implementation.

The Assistant City Manager position is again unfunded for fiscal year 2012-2013.



The average police patrol car has an oil change every 6 weeks which averages about 3,000 miles.

City Council and Recorder

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

2011-12 Accomplishments

- City Recorder continues to populate City website with City Council meeting records
- City Recorder continues with professional development and education working toward receiving Master Municipal Clerks Certification from the International Institute of Municipal Clerks
- City Recorder completed FEMA Training ICS-700, with total completed training to include ICS-100, ICS-300 and ICS-400
- Train and hold position of City Liaison Officer on Emergency Management Team
- City Council recognized 184 Sherwood High School students for Academic and Athletic Achievements and recognized 14 Eagle Scouts in 2011
- City Recorder supported Boy Scouts of America in earning Merit Badges by providing tours of government facilities and educating on government practices
- Hosted Sister City of Edogawa Japan and coordinated visit of 20 students

2012-2013 Goals, Strategies, Values, Activities, and Performance Measures

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

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

Develop and Implement a Records Management program

Activities:

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

Performance Measures:

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

City Council and Recorder

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

Strategies:

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

Activities:

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

Performance Measures:

- Coordinated monthly City Council meetings and URA Board meetings as needed, prepare materials and transcribe meeting minutes
- Prepare approximately 100 pieces of legislation per year for City Council & URA Board
- Awarded 184 Academic & Athletic Achievement Certificates in 2011
- Awarded 14 Eagle Scout Award Certificates in 2011

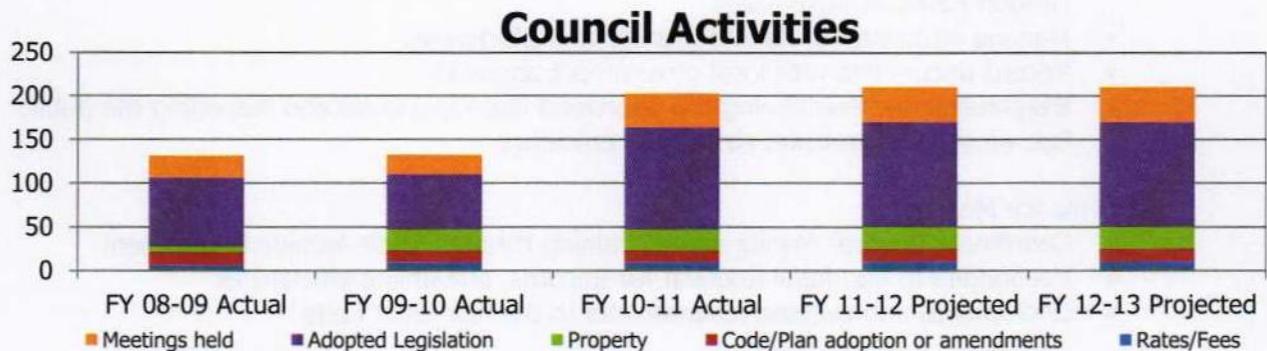
Serve as the City Elections Official

Activities:

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

Performance Measure:

- Coordinate 3 City elections



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.

2011-12 Accomplishments

- Deployed a new City wide phone system and achieved an estimated cost savings (direct/indirect) of 10k annually
- Finished construction (3/12) of the grant funded public safety wireless project, enabling wireless access at 23 locations.
- Finished a complete re-architecture of the city's network and Active Directory structure, gaining efficiency and increased security
- Rebuilt the city's business license system as a web based application, increasing staff efficiency and customer service
- Implemented an automated desktop configuration and software deployment system, improving desktop security and staff productivity
- Continued moving servers and storage to consolidated systems, allowing for increased data protection, administration efficiency, and overall cost savings.

2012-2013 Goals, Strategies, Values, Activities, and Performance Measures

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

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

Strategies:

Continue IT Service Management improvements

Activities:

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

Performance Measure:

- Help Desk satisfaction rate

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

Strategies:

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

Information Technologies

Activities:

- Continue to enhancing the city’s website through electronic services (shelter reservation, license renew, etc)
- Create a policy for the use of the cable access channel by other government entities
- Assess Social Media and it’s integration with the city’s website

Performance Measure:

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

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

Strategies:

Continue current server and storage consolidation efforts

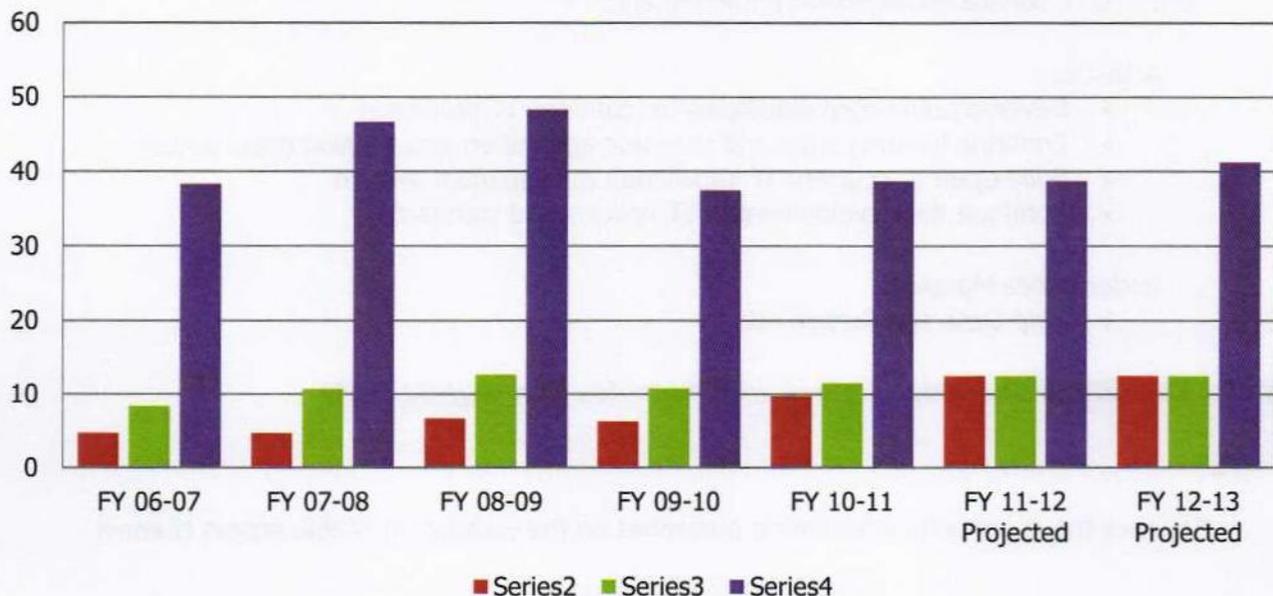
Activities:

- Continue migrating city servers and storage to a consolidated infrastructure
- Implement data replication to increase protection of city data
- Formalize a disaster recovery plan that is based off the new consolidated infrastructure
- Continue testing data recoverability at the city’s disaster recovery site (Police Station)

Performance Measure:

- Server consolidation ratio and percentage of servers virtualized.

Number of Systems Supported per IT FTE



Human Resources & Risk Management

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

2011-12 Accomplishments

- Retain, recruit and train a top quality work force.
- Manage all lines of insurance coverage for the City.
- Proactive Risk Management.
- Lead in employee advocacy.

2012-2013 Goals, Strategies, Values, Activities, and Performance Measures

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

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

Strategies:

Develop and Implement a fiscally responsible Risk Management Plan

Activities:

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

Performance Measures:

- 100% of all workers comp claims will participate in an "early return to work" plan.
- All divisions are represented on the City of Sherwood safety committee
- Safety committee will meet monthly.

Activities:

- Continue using Assessment Center processes for qualifying applicants.
- Promote a healthy and productive work environment with on-going incentive plans.
- Manage employee health benefit plans and programs that are cost effective.
- Employee Advocacy through maintaining a positive work environment with employees and unions. Implementing positive evaluations for employee feedback.

Human Resources & Risk Management

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

Strategies:

Develop and Implement Employee Training

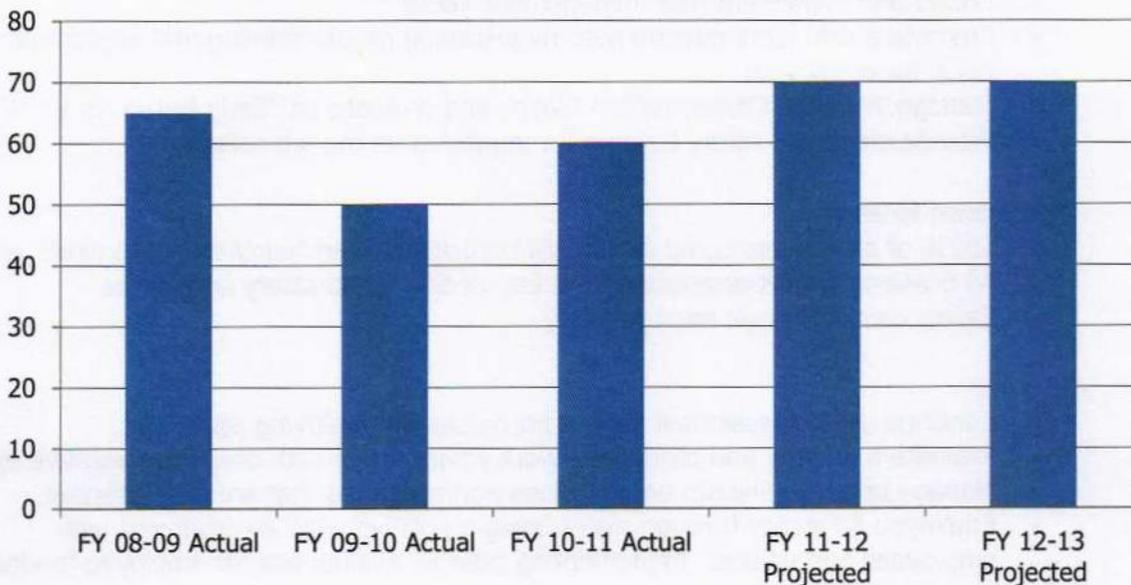
Activities:

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

Performance Measures:

- Implementation of employee online training program
- Conduct quarterly training for employees on wellness related topics
- Attend 90% of the HR Forum meetings
- Become Risk Management Certified

Average Hours of Training per FTE



Finance

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

2011-12 Accomplishments

- Received the GFOA Budget Award for the Fiscal Year 2011-12 budget document
- Initiated a contract with new audit firm and underwent an exhaustive and thorough financial audit
- Resolved General Fund/Telecom Fund inter-fund transfer uncertainty and documented the transfer as an inter-fund loan
- Together with the Planning Department, developed an internet-based Business License system
- Adapted Municipal Court staffing and processes to handle a four-fold increase in citations
- Implemented a simplified process for transmitting files to a collection agency and processed and transmitted two years of backlogged Municipal Court files

2012-2013 Goals, Strategies, Values, Activities, and Performance Measures

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

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

Strategies:

Develop and implement a fiscally responsible budget

Activities:

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

Performance Measures:

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

Comply with State Auditing Guidelines

Activities:

- Prepare work papers and coordinate Comprehensive Annual Financial Report

Performance Measure:

- Meet all statutory requirements and deadlines with preparing the CAFR

Update and maintain the City's Payroll System

Activities:

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

Finance

Performance Measure:

- Meet all statutory requirements and deadlines with preparing the CAFR

Develop and Implement City Financing and Investment portfolios

Activities

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

Performance Measure:

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

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

Strategies:

Provide excellent reception services for customers at City Hall

Activities:

- Maintain knowledge of City departments and staff
- Assist customers with information referrals
- Assist customers with applicable forms and applications.

Performance Measures:

- All phone calls are responded to within 24 hours
- Have staff available for Business License questions during all operating hours

Develop and Maintain Customer Oriented Court Administration

Activities:

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

Performance Measures:

- All phone calls are responded to within 24 hours
- Mail correspondence is responded to within 5 days of receipt





Community Development Division

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

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Budget
Budget					
Revenue					
Intergovernmental	148,631	57,366	5,000	1,800	13,596
Charges for Services	200,652	212,494	239,230	215,330	251,154
Infrastructure & Development fees	114,096	103,023	122,600	22,500	103,425
Other Revenue	-	(4,500)	-	-	-
Total revenue	463,379	368,383	366,830	239,630	368,175
Expenditures					
Personal services	861,974	893,994	834,845	829,104	922,643
Materials and services	412,025	249,912	87,243	5,944	78,817
Total expenditures	1,274,000	1,143,906	922,088	835,048	1,001,460
Net revenue (expenditures)	(810,621)	(775,523)	(555,258)	(595,418)	(633,285)

This past year 7,425 trees were planted as part of the Healthy Streams Program.

Community Development Division

2012-2013 Goals, Strategies, Values, Activities, and Performance Measures

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

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

Strategies:

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

Activities:

- Track time spent on activities including customer service

Performance Measures

- Timecards are completely filled out and reviewed by manager

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

Strategies:

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

Activities:

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

Performance Measure

- 100% of all Type III and IV applications have first public hearing within 6-8 weeks
- 100% of all Type II applications have decision issued within 8 weeks
- 100% of all Type 1 permits processed within 2 weeks
- Track and resolve all issues in a database format.

Provide efficient processes for developers.

Activities:

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

Community Development Division

Performance Measure

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

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

Strategies:

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

Activities:

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

Performance Measure

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

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

Activities:

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

Performance Measure

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

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

Strategies:

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

Activities:

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

Community Development Division

Performance Measure

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

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

Activities:

- Adams Avenue North
- Downtown Streetscapes Phase B
- Community Center Construction management
- Upper Ladd Hill Regional Stormwater Facility
- Columbia Street Regional Stormwater Facility
- Tonquin Employment Land sanitary upgrade
- Pine Street Phase 2 Construction
- Street Maintenance Projects

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

Strategies:

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

Activities:

- Annexation of Tonquin Industrial Area
- Town Center Plan
- 99W corridor plan

Performance Measure

- Successfully annex areas into the City of Sherwood
- Develop plans for adoption by Council (this will likely extend beyond FY 12-13)

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

Activities:

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

Performance Measure

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

Community Development Division

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

Activities:

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

Performance Measure

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

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

Strategies:

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

Activities:

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

Performance Measure

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

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

Strategies:

Provide Infrastructure for City owned lands to stimulate economic development

Activities:

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

Planning

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

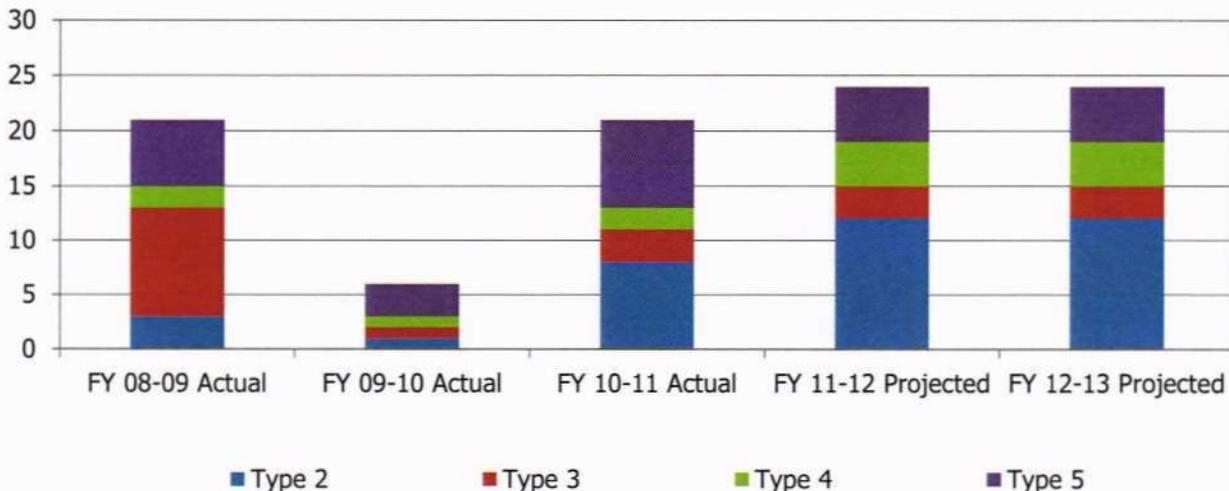
2011-12 Accomplishments

- Continued to process the majority of land use applications within 6-8 weeks
- Continued participation on the Tonquin Trail Master Plan in coordination with Metro, Wilsonville, Tualatin, Clackamas County and Washington County.
- Applied for and received funding for design and construction of the Cedar Creek Trail
- Continued coordination and participation with regional partners on issues of regional and local importance.
- Continue multi-phase code clean-up project and completed amendments to: street trees, fences, residential uses, accessory structures, home occupations, open spaces, land divisions, public infrastructure, site plan modifications, and temporary uses and outdoor sales.
- Applied for and received funding for development of a Town Center Plan

Land Use Applications Processed

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

Land Use Applications Processed



Building

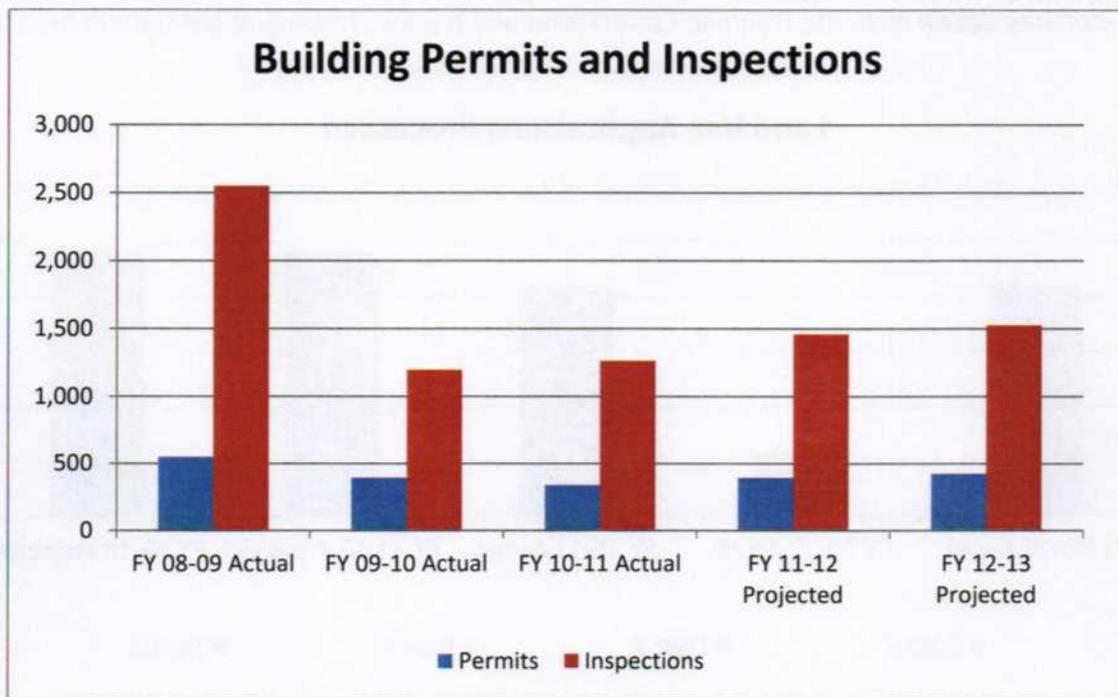
The Building Department’s responsibilities are to review and approve plans, issue permits, and perform inspections for new construction in compliance with the State of Oregon’s building, solar, manufactured dwelling, mechanical, and plumbing codes. The Department assists the public and professionals 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.

2011-12 Accomplishments

- As a team we have worked closely with the Sherwood High School construction class in the process of plan submittal, permit issuance, and class observed field inspections for their first dwelling construction project.
- Completed required plan review/inspections and issued occupancy approvals for 11 new single family dwellings (January 2011 through January 2012).
- Inter-departmentally coordinated submission, review, inspections, and approval of the Sherwood Cannery Square plaza project.
- We have continued to provide excellent, knowledgeable customer service to people planning any type of addition, remodel, or new construction in Sherwood.
- We have continued to educate the public concerning permit requirements and the benefits permits provide in protecting their property, health and safety.
- As a group have participated in City wide emergency management exercises.

FTE per year to process permits and inspections

FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Projected	FY 12-13 Projected
3.5	3.5	2.25	2.25	2.25



Engineering

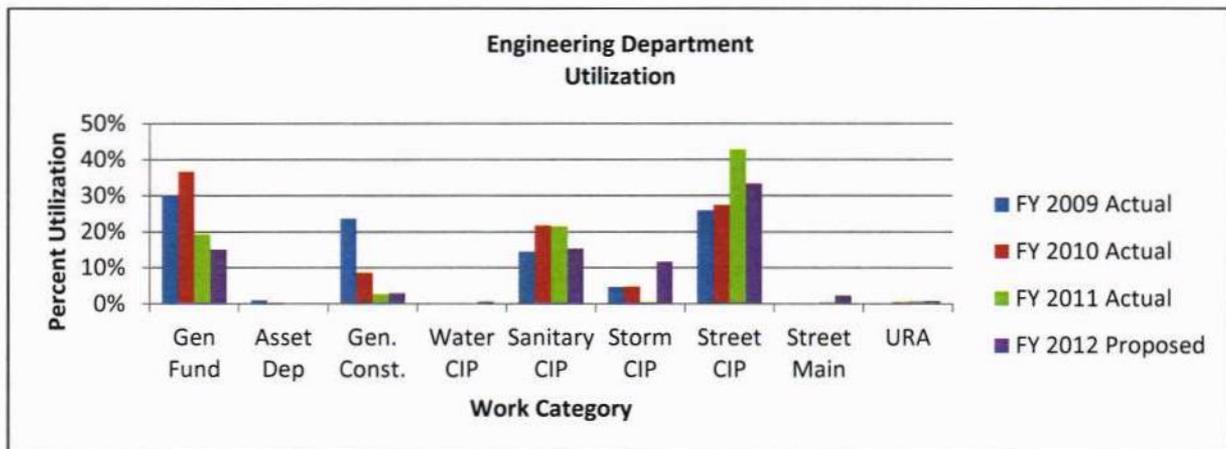
The Engineering Department plans, designs, and oversees construction of the City’s Capital Improvement Projects (CIP’s), which include streets, storm water systems, sanitary sewer systems, water systems, and park facilities. The Department is also responsible for review and approval of all private development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

2011-12 Accomplishments

- Completed in-house design and construction management of the Brookman Area Sanitary Sewer Extension Phase 1 project. This complex project was completed successfully on time and within budget.
- Completed construction of the Langer Farms Parkway project and Oregon Street Railroad Crossing Improvement project. These projects were completed on time and within budget.
- Completed in-house design and construction management of the Edy Road Sidewalk Safety Project. This project was in response to an existing safety related item on Edy Road.
- Teamed with Planning in successfully obtaining Regional Flexible Funding for the Cedar Creek Trail project (\$5.1 mil), and application for FHWA funding (\$540k) for sidewalks along Hwy 99W in connection with the trail project.
- Completed in-house design and managed construction bidding process for several Public Works street maintenance paving projects.
- Coordinate development of the 5-year CIP Master Plan document.
- Provided review and approval for several private development projects within the City.

Performance Measure

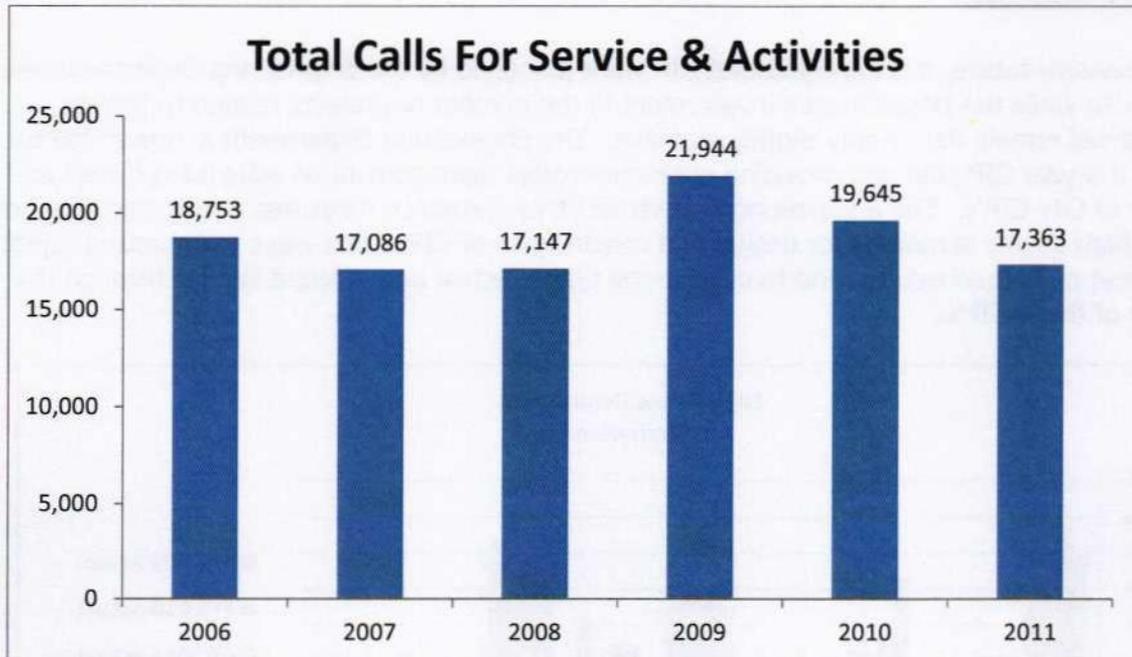
For the foreseeable future, it is expected that CIP work managed by the Engineering Department will continue to rise while the Department’s involvement in the number of projects related to private development will remain flat or only slightly increase. The Engineering Department is committed to maintaining a 5-year CIP plan and providing excellent project management on scheduled design and construction of City CIP’s. The Engineering Department’s performance measures during this time are to maintain high quality standards for design and construction of CIP’s, find ways to optimize project costs and meet project schedules, and to provide the City effective and efficient service through the construction of these CIP’s.



Public Safety Division

The Public Safety Division coordinates and delivers all public safety services for the Sherwood Community. Public safety services include law enforcement activities as well as emergency response and management delivered through the Police Department. The Police Department works with community, regional and statewide partners to develop a coordinated and integrated approach to public safety.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Budget
Budget					
Revenue					
Licenses and Permits	11,900	11,335	10,000	10,000	10,008
Intergovernmental	61,951	34,234	209,982	275,982	71,000
Charges for Services	3,394	6,864	4,000	6,000	5,500
Other Revenue	6,131	36,362	27,500	17,500	39,250
Total revenue	83,376	88,795	251,482	309,482	125,758
Expenditures					
Personal services	2,456,338	2,529,836	2,872,976	2,778,999	2,796,173
Materials and services	1,239,781	1,430,904	480,532	429,285	453,912
Capital outlay	45,474	37,747	177,482	294,482	45,000
Debt service	-	43,377	-	-	-
Total expenditures	3,741,593	4,041,865	3,530,990	3,502,766	3,295,085
Net revenue (expenditures)	(3,658,217)	(3,953,069)	(3,279,508)	(3,193,284)	(3,169,327)



Vision

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

Mission

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

We accomplish the above mission by establishing and maintaining effective law enforcement services for the City through a focused application of Community Policing.

The police department is comprised of three (3) organizational sections;

- The Administration Section is managed by the Chief of Police and provides overall leadership, direction and guidance for the police department. This includes policy development, budget development and accountability, community and city involvement, regional involvement, labor relations, Chaplaincy and Emergency Management. The Administrative Section includes the Chief of Police, two (2) Police Captains and administrative staff.
- The Patrol Section is managed by a Police Captain and provides leadership, direction and supervision of the daily operations of the police department. These operations include patrol services, traffic enforcement services, tactical response and preparation, community activities and events, police K-9 and police reserves.
- The Support Section is managed by a Police Captain and provides leadership, direction and supervision of the support functions of the police department. These functions include special investigations, school resource officers, property and evidence, training, records and information systems, professional standards, public information, human resource and hiring liaison, risk management and mitigation and code compliance.

Values

The City of Sherwood Police Department Values and Promotes:

Integrity - Upright in action and resolute in conviction.

Professionalism - Character, competence, proficiency and training.

Accountability - Responsible, self-disciplined and transparent.

Reliability - Vigilant, responsive and steadfast.

Courage - Strength in the face of danger or uncertainty.

Compassion - Understanding, human and kind.

2011-2012 Accomplishments

- Hosted 2 free Child Safety Seat Clinics
- Implemented and delivered a Municipal Court Diversion Program for Fireworks
- Partnered with school district to place SRO in the high school fall of 2011
- Responded to 100% of all traffic complaints
- Participated in 100% of community events
- Completed quarterly emergency operations exercises

2012-13 Goals, Values, Strategies and Activities

The City of Sherwood Police Department supports the **Public Safety** and **Resident Well Being** Goals established by City leaders.

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

Strategies:

Provide effective department leadership and critical systems oversight.

Activities:

- Continually provide effective leadership and direction through all levels of supervision, including Sergeants, Captains and the Police Chief
- Continue to improve critical internal systems
- Continue to develop and improve opportunities for public information and participation

Performance Measures:

- Leadership Team will allocate specific time for subordinate employee interaction and development as follows; Chief 15%, Captains 25%, Sergeants 50%
- Provide short-term leadership opportunities & experience to future leaders
- Distribute a minimum of 24 information releases regarding police activity

Provide for responsive and preventative patrol services and community response.

Activities:

- Recruit, Hire and retain competent police officers
- Deploy adequate staffing levels of 3 FTE 24 hours a day
- Further develop and implement crime prevention programs

Performance Measures:

- Reach an FTE staffing ratio of 1.5 per thousand
- Further implement and expand the Community Watch program

Provide for effective and responsive traffic safety.

Activities:

- Maintain effective traffic safety staffing
- Maintain child safety initiatives
- Provide traffic crash response and investigation

Performance Measures:

- Respond to 100% of traffic safety complaints
- Conduct a minimum of two (2) child safety seat inspection clinics

Provide for effective and responsive support services.

Activities:

- Maintain a specialized investigative unit and capabilities
- Establish effective School based policing program with SRO

GENERAL GOVERNMENT

PUBLIC SAFETY

- Maintain and improve internal in-service training and instructor development

Performance Measures:

- Allocate 50% of one (1) Detective to local and regional drug investigations
- Provide 60 hours of annual in-service training
- Maintain full time SRO at Sherwood High School

Maintain a well-trained city staff that is able to respond in an effective, comprehensive and community based approach to emergency management and preparedness.

Activities:

- Facilitate ongoing NIMS compliant training for all city staff
- Facilitate advanced training for EOC General Staff

Performance Measures:

- Conduct a minimum of two (2) basic level ICS training classes
- Facilitate advanced training for General Staff

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

Strategies:

Respond to life safety concerns.

Activities:

- Provide community caretaking services
- Respond to medical calls
- Facilitate emergency social services

Performance Measures:

- Maintain relevant certifications and response capabilities to issues of life safety and community caretaking
- Maintain partnerships with local vendors for emergency social services

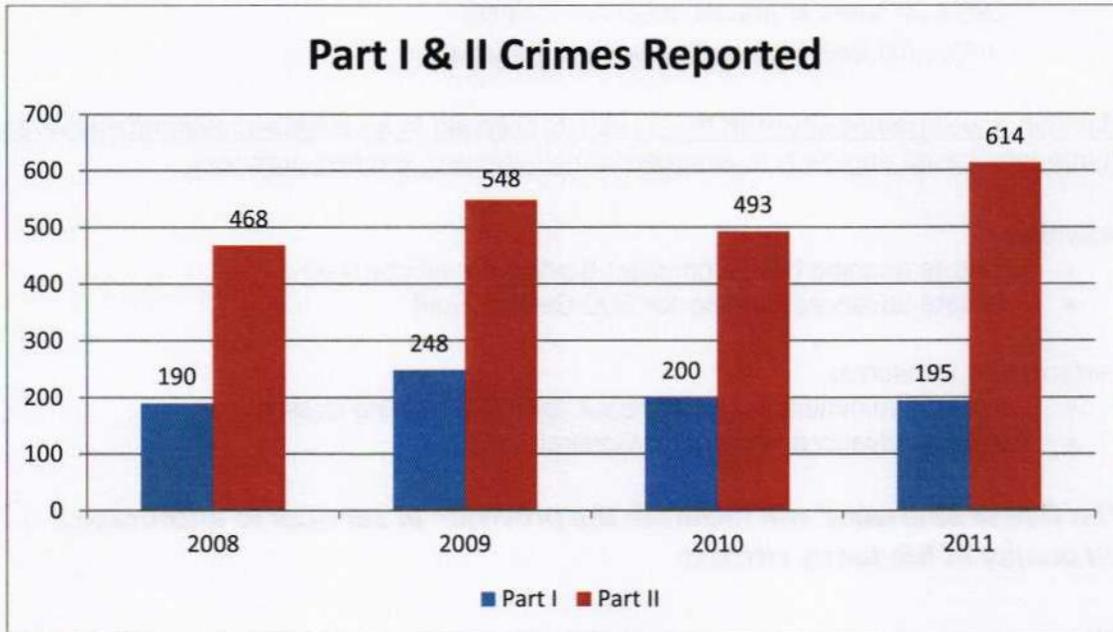
Engage and partner with community groups and activities.

Activities:

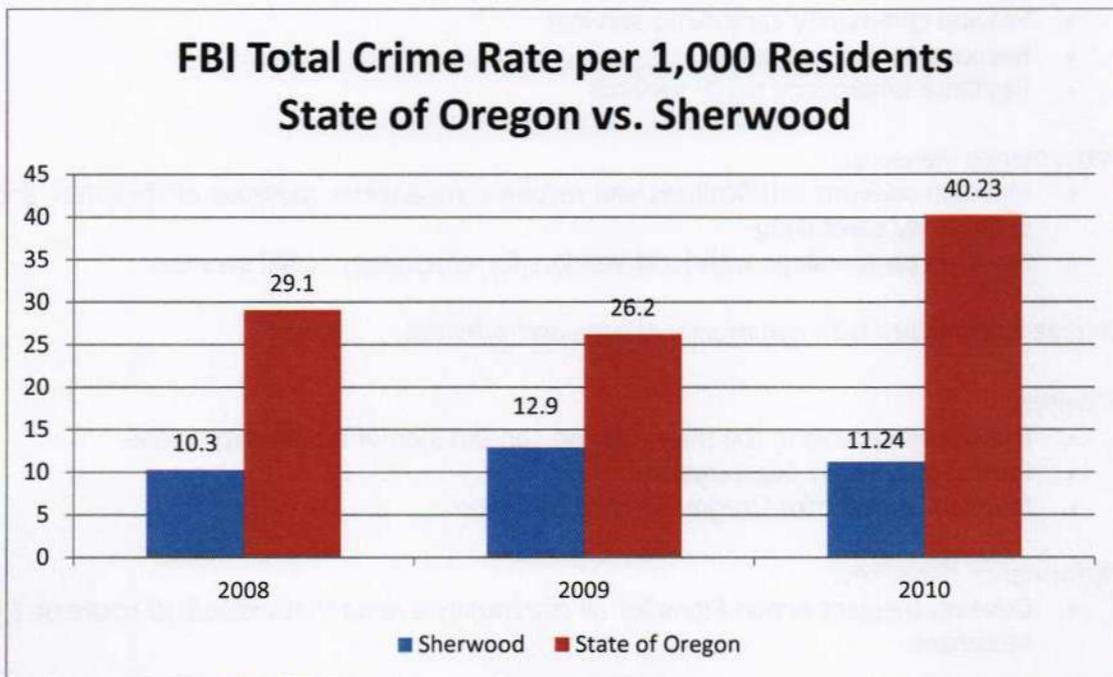
- Provide leadership in the planning and coordination of community events
- Participate in civic organizations
- Maintain support for Oregon Special Olympics

Performance Measures:

- Develop Incident Action Plans for all community events that exceed 10 hours or 1,000 attendees



Part 1 crimes are primarily felonies that endanger people. Part 2 crimes are primarily misdemeanors or offenses that pose less threat of immediate harm.



Community Services Division

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

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Budget
Budget					
Revenue					
Intergovernmental	683,162	698,544	702,586	710,586	731,120
Charges for Services	219,466	232,649	210,179	215,179	212,629
Other Revenue	38,134	43,980	33,000	34,000	34,000
Total revenue	940,762	975,173	945,765	959,765	977,749
Expenditures					
Personal services	878,387	893,378	959,502	935,348	971,795
Materials and services	538,444	598,696	234,786	222,994	224,633
Capital outlay	-	-	-	14,000	-
Debt service	25,002	25,002	31,175	30,548	-
Total expenditures	1,441,832	1,517,075	1,225,463	1,202,890	1,196,428
Net revenue (expenditures)	(501,071)	(541,902)	(279,698)	(243,125)	(218,679)

Community Services

The assessed value (AV) of the Sherwood Urban Renewal District has increased by over \$175 million (152%) since its inception in 2000. Real Market Value (RMV) of the same area is over 150% of the assessed value.

Library

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

2011-12 Accomplishments

- Over 8.5% increase in circulation of materials
- Continued significant trend in patrons registered (over 1250 new patrons during 2011)
- Successful grant applications with Oregon Humanities, the Oregon State Library and the Cultural Coalition of Washington County
- Patron survey confirms we are meeting or exceeding community expectations and continue to be considered an important organization with valuable materials, services and staff
- Workroom reorganization and additional computers allow for improved workflow & greater efficiencies
- Volunteer program allows staff greater opportunity to develop and offer additional programs and services
- Quality services delivered by an experienced and dedicated staff
- Supportive and engaged advocates in the Library Advisory Board and Friends of the Library

2012-2013 Goals, Strategies, Values, Activities, and Performance Measures

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

Strategies:

Provide quality Library Services

Activities:

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

Performance Measures:

- Provide 60 hours of library service a week
- Utilize 1500 hours of volunteer time
- Serve 1350 local children through the Summer Reading Program

Library

Provide excellent customer service

Activities:

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

Performance Measures:

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

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

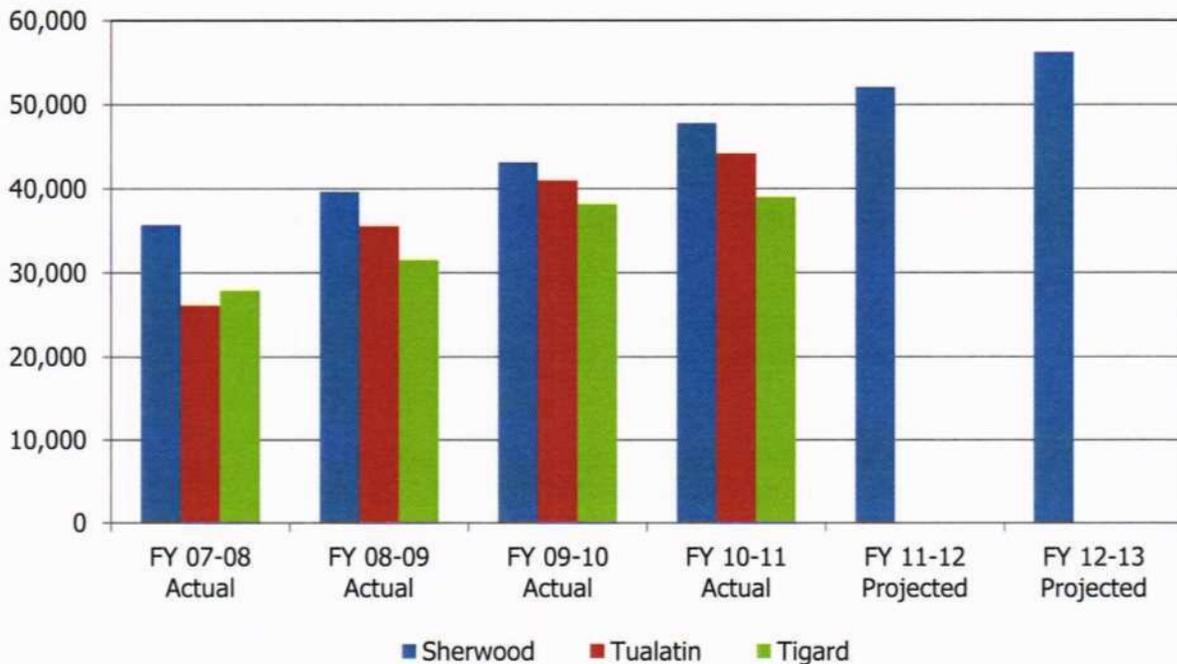
Activities:

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

Performance Measures:

- Provide six programs annually through local partnerships

Library Circulation per FTE



Field House

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

2011-12 Accomplishments

- Will serve 24,000 people
- Maintained steady revenue stream in spite of a weak economy
- Brought back the adult men's league for at least two sessions
- Offered 3 mornings each week of preschool play during the school year
- Rented the facility for home school P.E. during non-peak hours

2012-2013 Goals, Strategies, Values, Activities, and Performance Measures

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

Strategies:

Provide quality recreation opportunities for the citizen of Sherwood

Activities:

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

Performance Measures:

- Serve 28,000 people
- Increase Youth leagues 5%
- Provide excellent customer service to those that visit the Field House

Strategies:

Provide excellent customer service to those that visit the Field House

Activities:

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

Performance Measures:

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

Recreation and Event Services

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

2011-12 Accomplishments

- Coordinated practice and game space for 11 different sport leagues (over 300 teams)
- Volunteers contributed a total of 2,885 hours, equivalent to 1.39 FTE
- Managed, developed, implement city-wide special events including Music on the Green, the Community Services Fair, Missoula Children's Theatre and Movies in the Park
- Completed design and construction of restrooms for Stella Olsen Park
- Coordinated Business Plan for Community Center
- Decreased Music on the Green expenses while increasing sponsorship by 8%. Secured presenting sponsor for Movies in the Park
- Processed 28 Special Event Permit Applications and 7 Block Party Applications
- Completed CDBG Block grant improvements to the Senior Center (including exterior painting and kitchen rehab)
- Implemented a \$3.00 per player increase in facilities use fees
- Coordinated practice and game space for 11 different sport leagues (over 300 teams)
- Coordinated the installation of more score boards for the school district at no cost to them

2012-2013 Goals, Strategies, Values, Activities, and Performance Measures

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

Strategies:

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

Activities:

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

Performance Measures:

- Provide 3000 hours of volunteer work
- Raise \$10,000 in sponsorship for Music on the Green

Public Works

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

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Budget
Budget					
Revenue					
Intergovernmental	54,032	100,237	80,000	120,000	120,000
Charges for Services	10,198	42,435	3,555	6,000	6,000
Other Revenue	100,658	64,467	15,000	25,000	25,000
Total revenue	164,888	207,140	98,555	151,000	151,000
Expenditures					
Personal services	570,176	644,090	803,077	776,882	764,907
Materials and services	220,984	178,456	766,913	764,713	650,938
Capital outlay	15,447	141,702	192,000	140,000	90,000
Debt service	25,002	25,002	31,175	-	-
Transfers out & Other Sources	-	23,317	-	-	-
Total expenditures	831,608	1,012,566	1,793,165	1,681,595	1,505,845
Net revenue (expenditures)	(666,720)	(805,426)	(1,694,610)	(1,530,595)	(1,354,845)

A majority of the manholes have an inside dimension of 48", on rare occasions a manhole may be installed with an inside diameter of 72". Sherwood has 1,620 manholes.

Public Works Administration

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

2011-12 Accomplishments

- Continue to provide rental offices to four tenants at Public Works Facility.
- Provided training to all Public Works employees for continued growth opportunities.
- Responded to all emergency after-hour calls.
- Track all work using work order system.
- Prepare and oversee implementation of each division budget.
- Continue to work with regional partners (solid waste, emergency management, debris removal, water, wastewater, storm, streets and fleet).
- Provided upgraded technology to allow each division to work more efficiently.
- Completed storm and sanitary mapping updates.
- Completed EDU/ESU Audit for multi-family and commercial service accounts.
- Completed and negotiated several bid proposals for maintenance projects, equipment and consulting services.
- Implemented new online bill pay process for utility customers.

2012-13 Goals, Values, Strategies, Activities, and Performance Measures

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

Strategies

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

Activities

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

Performance Measures

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

Fleet and Facilities

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

2011-12 Accomplishments

- Completed annual requirements for reporting to State.
- Completed weekly building inspections.
- Completed set up and take down for Kids Reading, City Council, Planning Commission and Court 200 times last year.
- Completed maintenance and repairs on 700 vehicles and/or equipment.
- Purchased 100% of budgeted equipment.
- Completed weekly inspections of all city facilities.
- Completed inspections of all contracted work.
- Completed repairs to Morback House porch.

2012-13 Goals, Values, Strategies, Activities, and Performance Measures

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

Strategies

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

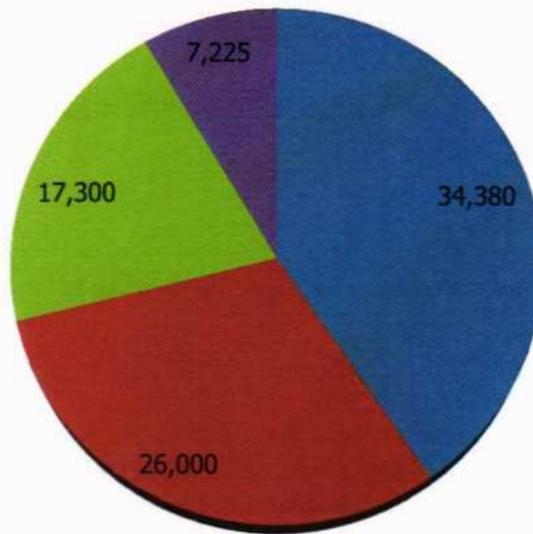
Activities

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

Performance Measures

- Annual reporting to State for boiler system, elevators, etc.
- Will inspect city buildings weekly and will perform maintenance as needed.
- Will inspect contractual work.
- Will complete 200 meeting set up and take downs during the year.
- Complete maintenance and repairs on all city vehicles and equipment.
- Complete purchase all equipment and vehicles per approved budget.

Square Footage of Buildings Maintained by Public Works



■ Public Works ■ City Hall ■ Police Station ■ Senior Center

Last year, over \$8,100 in rebates were given to our customers in landscaping, dishwashers, toilets and washing machines.

Parks

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

2011-12 Accomplishments

- Completed weekly playground inspections.
- Completed trash pickup three times a week during peak usage.
- Maintained 7,333 irrigation heads this past year.
- Completed striping of athletic fields for schools and leagues.
- Completed 120 park reservations this past year.
- Provided 7-day/week staffing coverage during peak season.
- Completed weekly mowing for parks and athletic fields for 32 weeks out of the year.

2012-13 Goals, Values, Strategies, Activities, and Performance Measures

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

Strategies

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

Activities

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

Performance Measures

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

Asset Depreciation Fund

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

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected
SOURCES				
Beginning fund balance	\$353,625	\$405,998	\$ 217,998	\$ 220,857
Revenue				
Franchise Fees	-	-	-	-
Charges for services	27,549	-	-	-
Fines, interest and other	(55,180)	2,179	160	160
Total revenue	(27,631)	2,179	160	160
Other sources				
Transfers in	130,004	114,000	-	-
Total other sources	130,004	114,000	-	-
Total sources	455,998	522,178	218,158	221,017
USES				
Expenditures				
Personal services				
Total personal services	-	-	-	-
Materials and services				
Professional & technical	-	51,779	-	-
Other purchased services	-	1	-	-
Supplies	-	(4,500)	-	-
Other materials & services	-	41	-	-
Total materials & services	-	47,321	-	-
Capital outlay				
Infrastructure	50,000	-	-	-
Vehicles	-	254,000	-	-
Total capital outlay	50,000	254,000	-	-
Debt service				
Total debt service	-	-	-	-
Total expenditures	50,000	301,321	-	-
Other uses				
Transfers out	-	-	221,017	221,017
Ending Fund Balance	405,998	220,857	-	-
Contingency			(2,859)	-
Total uses	455,998	522,178	218,158	221,017

In 2011 the Building Department issued 6 permits to install residential rooftop photovoltaic systems (solar panels) compared to just 1 from 2008-2010.

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.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Proposed	2012-13 Approved	2012-13 Adopted
SOURCES							
Beginning fund balance	\$ 27,999	\$ 9,532	\$ 1,532	\$ 47,382	\$ 47,484	\$47,484	\$47,484
Revenue							
Taxes	916,779	913,276	888,000	888,000	850,000	850,000	850,000
Fines, interest and other	824	1,025	-	-	-	-	-
Total revenue	917,603	914,301	888,000	888,000	850,000	850,000	850,000
Other sources							
Issuance of long-term debt	-	2,416,639	-	-	-	-	-
Total other sources	-	2,416,639	-	-	-	-	-
Total sources	945,602	3,340,472	889,532	935,382	897,484	897,484	897,484
USES							
Expenditures							
Personal services							
Total personal services	-	-	-	-	-	-	-
Materials and services							
Total materials & services	-	-	-	-	-	-	-
Capital outlay							
Total capital outlay	-	-	-	-	-	-	-
Debt service							
Principal	670,000	3,050,000	705,000	705,000	735,000	735,000	735,000
Interest	266,070	243,091	182,897	182,897	157,626	157,626	157,626
Total debt service	936,070	3,293,091	887,897	887,897	892,626	892,626	892,626
Total expenditures	936,070	3,293,091	887,897	887,897	892,626	892,626	892,626
Other uses							
Ending Fund Balance	9,532	47,382	-	-	-	-	-
Contingency			1,635	47,484	4,858	4,858	4,858
Total uses	945,602	3,340,472	889,532	935,382	897,484	897,484	897,484

As of November 2011, Washington County Elections Division had on record 9498 registered Sherwood voters.

FY12-13 General Construction Capital Projects

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

Cedar Creek Trail Design: In FY12-13 this trail will be designed. The Urban Renewal Agency will provide the funding for this project. This expense will be part of the City's match for the \$5 million grant it is receiving for the project.

Senior Center Rehabilitation: This project will upgrade the Center's bathrooms and front desk area. Primary funding is through a grant, with the City using undedicated fund balance for its portion of the project. The project will begin and be completed in FY 12-13.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Proposed	2012-13 Approved	2012-13 Adopted
SOURCES							
Beginning fund balance	\$ 959,507	\$ 85,089	\$ 347,783	\$ 317,520	\$ 594,129	\$ 594,129	\$ 594,129
Revenue							
Intergovernmental	291,317	281,132	-	-	179,600	179,600	179,600
Infrastructure development	124,903	122,566	100,000	100,000	21,537	21,537	21,537
Fines, interest and other	22,949	774	24,750	24,750	30,013	30,013	30,013
Total revenue	439,169	404,472	124,750	124,750	231,150	231,150	231,150
Other sources							
Transfers in	49,252	273,317	-	200,000	100,000	100,000	100,000
Total other sources	49,252	273,317	-	200,000	100,000	100,000	100,000
Total sources	1,447,928	762,878	472,533	642,270	925,279	925,279	925,279
USES							
Expenditures							
Personal services							
Salaries and wages	34,902	23,329	-	-	4,383	4,383	4,383
Payroll taxes	2,888	1,940	-	-	430	430	430
Benefits	12,163	7,837	-	-	1,678	1,678	1,678
Total personal services	49,953	33,107	-	-	6,491	6,491	6,491
Materials and services							
Professional & technical	-	26,085	-	-	-	-	-
Other purchased services	200	93	-	-	22	22	22
Community activities	-	7	-	-	-	-	-
Other materials & services	36,399	21,717	-	-	3,927	3,927	3,927
Total materials & services	36,598	47,902	-	-	3,949	3,949	3,949
Capital outlay							
Infrastructure	521,989	135,265	-	-	310,823	310,823	310,823
Buildings	-	170,750	-	-	-	-	-
Furniture and equipment	-	9,730	-	-	-	-	-
Total capital outlay	521,989	315,745	-	-	310,823	310,823	310,823
Debt service							
Principal	522,250	34,830	36,120	36,120	38,700	38,700	38,700
Interest	32,049	13,774	12,021	12,021	10,133	10,133	10,133
Total debt service	554,299	48,604	48,141	48,141	48,833	48,833	48,833
Total expenditures	1,162,839	445,358	48,141	48,141	370,096	370,096	370,096
Other uses							
Transfers out	200,000	-	-	-	-	-	-
Ending Fund Balance	85,089	317,520	-	-	-	-	-
Contingency			424,392	594,129	555,183	555,183	555,183
Total uses	1,447,928	762,878	472,533	642,270	925,279	925,279	925,279

Street Operations

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

2011-12 Accomplishments

- Responded to all storm events.
- Replaced 120 regulatory and warning signs.
- Paved 5 street sections of roadway
- Completed 93,592 feet of crack sealing.
- Completed landscape right-of-way maintenance.
- Completed inspection of all contract work.

2012-13 Goals, Values, Strategies, Activities, and Performance Measures

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

Strategies

Maintain transportation system assets.

Activities

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

Performance Measures

- Will respond to all storm events.
- will restripe 22 center lane miles of streets.
- Will complete paving projects according to the pavement management program.
- Will crack seal approximately 50,000 feet.
- Maintain landscape of right of way and will manage contractors.
- Will provide city-wide sidewalk assistance program.
- Will fill potholes within 24 hours of being notified.

GENERAL GOVERNMENT

STREET OPERATIONS

Street Operations Budget

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Proposed	2012-13 Approved	2012-13 Adopted
SOURCES							
Beginning fund balance	\$ 305,162	\$ 254,614	\$ 280,652	\$ 458,650	\$ 486,376	\$ 486,376	\$ 486,376
Revenue							
Intergovernmental	749,107	878,730	901,200	1,100,000	1,100,000	1,100,000	1,100,000
Charges for services	313,166	301,282	530,000	480,000	505,000	505,000	505,000
Infrastructure development	110	331	-	-	-	-	-
Fines, interest and other	1,460	1,429	-	3,000	3,000	3,000	3,000
Total revenue	1,063,842	1,181,772	1,431,200	1,583,000	1,608,000	1,608,000	1,608,000
Other sources							
Transfers in	-	-	229,000	29,000	-	-	-
Total other sources	-	-	229,000	29,000	-	-	-
Total sources	1,369,004	1,436,386	1,940,852	2,070,650	2,094,376	2,094,376	2,094,376
USES							
Expenditures							
Personal services							
Salaries and wages	142,093	161,306	191,616	187,470	156,606	156,606	172,986
Payroll taxes	16,513	20,934	27,969	27,640	22,029	22,029	22,029
Benefits	48,389	56,150	75,780	69,792	62,907	62,907	62,907
Total personal services	206,994	238,390	295,365	284,902	241,542	241,542	257,922
Materials and services							
Professional & technical	53,821	20,811	35,704	35,704	35,954	35,954	35,954
Facility and equipment	302,787	267,516	416,500	311,092	323,078	323,078	323,078
Other purchased services	24,367	15,163	43,916	17,848	29,709	29,709	29,709
Supplies	50,108	44,651	60,756	55,012	65,484	65,484	65,484
Minor equipment	-	1,707	1,008	1,508	4,000	4,000	4,000
Other materials & services	62,568	81,396	141,196	120,022	98,365	98,365	98,365
Total materials & services	493,652	431,245	699,080	541,186	556,590	556,590	556,590
Capital outlay							
Infrastructure	256,701	207,838	588,000	700,000	700,000	700,000	700,000
Furniture and equipment	-	23,640	-	-	6,000	6,000	6,000
Total capital outlay	256,701	231,478	588,000	700,000	706,000	706,000	706,000
Debt service							
Principal	41,758	43,712	57,517	57,517	-	-	-
Interest	5,864	3,910	1,864	669	-	-	-
Total debt service	47,622	47,622	59,381	58,186	-	-	-
Total expenditures	1,004,969	948,735	1,641,826	1,584,274	1,504,132	1,504,132	1,520,512
Other uses							
Transfers out	109,421	29,000	-	-	-	-	-
Ending Fund Balance	\$ 254,614	\$ 458,650	-	-	-	-	-
Equipment Replacement Reserve			29,002	29,002	54,002	54,002	54,002
Infrastructure Reserve			-	-	25,000	25,000	25,000
Contingency			270,024	457,374	511,242	511,242	494,862
Total uses	1,369,004	1,436,386	1,940,852	2,070,650	2,094,376	2,094,376	2,094,376

FY12-13 Street Capital Projects

Downtown Streetscapes – Phase 2: This project reconstructs approximately:

- 500 linear feet of Railroad Street between Pine and Main, and
- 250 linear feet of Washington Street between Railroad and 1st.

This work will be done in conformance with aesthetic standards used for the first phase of the Downtown Streetscapes, but there will be changes in the material and construction standards used in Phase 1 to reduce construct and maintenance costs. The project will include installation of new utility infrastructure (sanitary, storm, and water) to accommodate existing peak load and future growth. Future maintenance costs for these streets will be the responsibility of the Public Works Department. However, being new construction, it is anticipated that this work will be minimal and consist mostly of cleaning of the stormwater catch basins, street sweeping, and leaf disposal. This project is a top priority of the Urban Renewal Agency and the Agency will provide the funding for it.

Adams Avenue North Design – Tualatin Sherwood Road to Highway 99W: This project constructs Adams Avenue from Tualatin-Sherwood Road to Highway 99W at the existing intersection to Home Depot, approximately 2,350 linear feet. This project is to provide access and growth opportunities to the properties that lay along its alignment. The road is being designated as a collector street and will conform to the TSP street standards. Project design is currently in process, with construction being performed under a development agreement with the Langer Site Development. The project design is funded through Regional Street TIF and City utility and transportation SDC's. Construction funding is being performed under the development agreement with the Langer Site Development on the Langer Farms Parkway project.

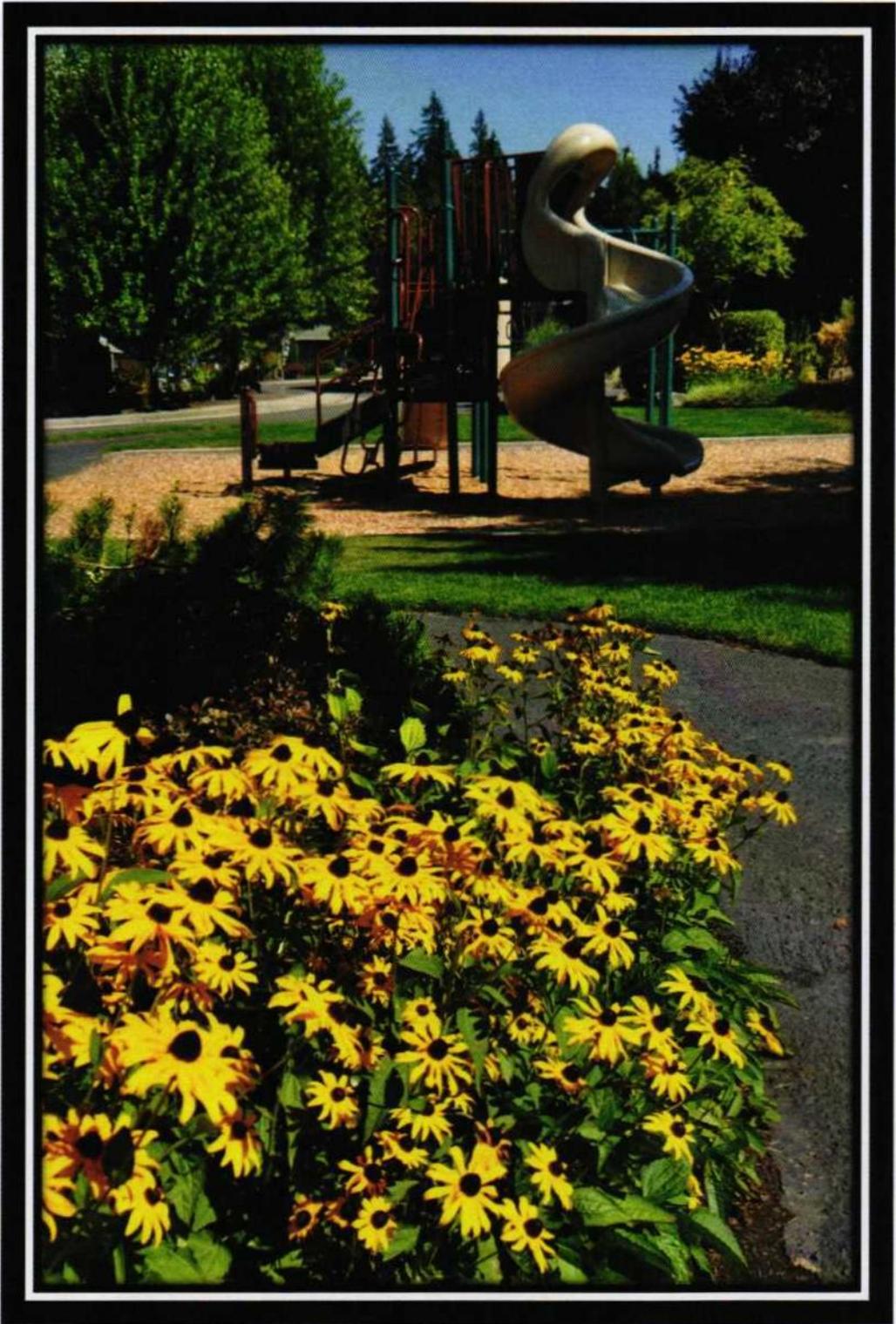
FHWA Highway 99W Improvement: The Highway 99W Corridor Pedestrian Connection Project will provide seamless, safe pedestrian and bicycle connections at several key intersections along Highway 99W in Sherwood. An eight-foot wide multimodal pathway along existing right of way will be designed and constructed to connect the intersections on Highway 99W that currently lack sidewalks or bicycle lanes to the Cedar Creek Trail, a multimodal greenway trail extending through the City. The TCSP project will be ready for construction in September 2012 and the broader Cedar Creek Trail project in 2014-2015. The construction of the sidewalk along the Highway 99W corridor will create greater accessibility to the new trail and fill in the gaps of our pedestrian and bike network with a multimodal pathway. This will provide connections along an important commercial sector of the City thereby reducing shorter vehicle trips within the City and those quick trips across the limited access highway. There is a \$110,000 match that the City is required to pay.

Transportation System Master Plan Update - This project updates the City's Transportation System Master Plan in conformance with requirements from the recently adopted Regional Transportation Plan (RTP). Project scheduling is dependent on the RTP requirements and must be completed within the next two years. Funding for this project is expected to be a Transportation Growth Management (TGM) grant along and City Transportation SDCs. The TGM Grant will require a 10% match.

Street Capital Budget

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Proposed	2012-13 Approved	2012-13 Adopted
SOURCES							
Beginning fund balance	\$ 4,588,428	\$ 5,363,964	\$ 3,451,547	\$ 4,225,014	\$ 3,428,479	\$ 3,428,479	\$ 3,428,479
Revenue							
Intergovernmental	1,000,000	1,621,423	1,208,200	3,830,656	-	-	-
Charges for services	-	-	-	50,000	50,000	50,000	50,000
Infrastructure development	301,935	273,791	150,000	100,000	3,061,849	3,061,849	3,061,849
Fines, interest and other	50,666	25,272	-	13,000	9,100	9,100	9,100
Total revenue	1,352,601	1,920,486	1,358,200	3,993,656	3,120,949	3,120,949	3,120,949
Other sources							
Transfers in	2,986	105,680	783,900	634,105	2,169,126	2,169,126	2,169,126
Total other sources	2,986	105,680	783,900	634,105	2,169,126	2,169,126	2,169,126
Total sources	5,944,015	7,390,129	5,593,647	8,852,775	8,718,554	8,718,554	8,718,554
USES							
Expenditures							
Personal services							
Salaries and wages	57,587	135,768	148,144	114,028	132,394	132,394	132,394
Payroll taxes	4,788	11,374	11,726	10,991	12,706	12,706	12,706
Benefits	17,885	46,274	45,180	40,943	49,302	49,302	49,302
Total personal services	80,261	193,416	205,050	165,962	194,402	194,402	194,402
Materials and services							
Professional & technical	359,075	2,527,628	-	-	-	-	-
Facility and equipment	2,318	14,005	-	-	-	-	-
Other purchased services	6,603	87,115	324	252	274	274	274
Supplies	-	1,959	-	-	-	-	-
Other materials & services	54,542	165,297	184,486	123,343	118,801	118,801	118,801
Total materials & services	422,538	2,796,004	184,810	123,595	119,075	119,075	119,075
Capital outlay							
Land	-	257,737	-	-	-	-	-
Infrastructure	3,502	(82,042)	5,326,000	5,134,739	3,126,523	3,126,523	3,126,523
Total capital outlay	3,502	175,695	5,326,000	5,134,739	3,126,523	3,126,523	3,126,523
Debt service							
Total debt service	-	-	-	-	-	-	-
Total expenditures	506,301	3,165,115	5,715,860	5,424,296	3,440,000	3,440,000	3,440,000
Other uses							
Transfers out	73,750	-	-	-	-	-	-
Ending Fund Balance	\$ 5,363,964	\$ 4,225,014	-	-	-	-	-
Contingency			(122,213)	3,428,479	5,278,554	5,278,554	5,278,554
Total uses	5,944,015	7,390,129	5,593,647	8,852,775	8,718,554	8,718,554	8,718,554

The newly completed water transmission pipeline from Sherwood to Wilsonville holds 1.8 million gallons of water. In November Sherwood began receiving water from the Willamette River Water Treatment Plant



ENTERPRISE FUNDS

WATER FUND IN TOTAL

Water Fund

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

Water Fund Budget in Total

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Proposed	2012-13 Approved	2012-13 Adopted
SOURCES							
Beginning fund balance	\$ 8,714,110	\$ 7,771,382	\$ 9,503,316	\$ 9,512,904	\$ 8,084,299	\$ 8,084,299	\$ 8,084,299
Revenue							
Intergovernmental	-	45,000	-	-	-	-	-
Charges for services	3,773,555	3,581,283	4,201,200	3,906,600	3,862,250	3,862,250	3,862,250
Infrastructure development	120,176	193,837	66,000	63,000	482,318	482,318	482,318
Fines, interest and other	1,209,022	43,093	24,000	41,000	17,122	17,122	17,122
Total revenue	5,102,752	3,863,213	4,291,200	4,010,600	4,361,690	4,361,690	4,361,690
Other sources							
Transfers in	538,013	64,000	25,000	25,000	-	-	-
Issuance of long-term debt	3,152,556	17,601,880	6,498,833	-	-	-	-
Total other sources	3,690,569	17,665,880	6,523,833	25,000	-	-	-
Total sources	17,507,432	29,300,475	20,318,349	13,548,504	12,445,989	12,445,989	12,445,989
USES							
Expenditures							
Personal services							
Salaries and wages	496,153	426,719	427,764	394,302	451,784	451,784	481,263
Payroll taxes	48,583	42,631	49,517	43,962	50,005	50,005	50,005
Benefits	182,676	154,022	184,266	158,721	183,906	183,906	183,906
Total personal services	727,412	623,372	661,547	596,985	685,695	685,695	715,174
Materials and services							
Professional & technical	7,858,622	4,551,148	854,508	839,500	1,244,900	1,244,900	1,244,900
Facility and equipment	103,397	72,639	91,312	89,404	79,388	79,388	79,388
Other purchased services	300,330	305,520	382,462	365,585	365,148	365,148	365,148
Supplies	104,123	87,867	134,488	94,000	102,140	102,140	102,140
Minor equipment	11,742	3,822	8,004	13,000	3,012	3,012	3,012
Other materials & services	240,114	254,958	316,245	251,315	273,105	273,105	273,105
Total materials & services	8,618,328	5,275,954	1,787,019	1,652,804	2,067,693	2,067,693	2,067,693
Capital outlay							
Land	17,634	-	-	-	-	-	-
Infrastructure	-	504,804	7,007,750	1,455,038	4,310,836	4,310,836	4,310,836
Vehicles	-	4,741	-	-	-	-	-
Furniture and equipment	4,995	28,990	-	-	100,000	100,000	100,000
Total capital outlay	22,629	538,535	7,007,750	1,455,038	4,410,836	4,410,836	4,410,836
Debt service							4,670,281
Principal	41,758	10,254,791	501,470	501,470	824,425	824,425	824,425
Interest	280,937	301,450	1,054,103	1,052,908	1,013,843	1,013,843	1,013,843
Issuance costs	1,500	346,939	-	-	-	-	-
Total debt service	324,195	10,903,181	1,555,573	1,554,378	1,838,268	1,838,268	1,838,268
Total expenditures	9,692,564	17,341,042	11,011,889	5,259,205	9,002,492	9,002,492	9,031,971
Other uses							
Transfers out	35,004	2,446,530	240,000	205,000	-	-	-
Ending Fund Balance	7,771,382	9,512,904	-	-	-	-	-
Equipment Replacement Reserve			50,000	25,000	50,000	50,000	50,000
Infrastructure Reserve			-	25,000	50,000	50,000	50,000
Contingency			9,016,460	8,034,299	3,343,497	3,343,497	3,314,018
Total uses	17,498,950	29,300,475	20,318,349	13,548,504	12,445,989	12,445,989	12,445,989

ENTERPRISE FUNDS

SANITARY FUND IN TOTAL

Sanitary Fund

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

Sanitary Fund Budget in Total

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Proposed	2012-13 Approved	2012-13 Adopted
SOURCES							
Beginning fund balance	\$ 4,256,969	\$ 3,797,477	\$ 3,614,505	\$ 4,051,252	\$ 3,358,471	\$ 3,358,471	\$ 3,358,471
Revenue							
Intergovernmental	-	936,173	761,408	515,060	491,966	491,966	491,966
Charges for services	456,341	445,693	512,736	520,600	521,850	521,850	521,850
Infrastructure development	8,331	8,447	3,000	10,200	6,786	6,786	6,786
Fines, interest and other	90,611	17,989	8,700	11,700	9,450	9,450	9,450
Total revenue	555,283	1,408,303	1,285,844	1,057,560	1,030,052	1,030,052	1,030,052
Other sources							
Transfers in	-	-	50,000	50,000	-	-	-
Total other sources	-	-	50,000	50,000	-	-	-
Total sources	4,812,252	5,205,780	4,950,349	5,158,812	4,388,523	4,388,523	4,388,523
USES							
Expenditures							
Personal services							
Salaries and wages	174,984	178,876	227,304	211,129	193,196	193,196	193,196
Payroll taxes	16,953	17,835	26,240	23,914	22,724	22,724	22,724
Benefits	48,959	59,166	79,080	80,677	74,956	74,956	74,956
Total personal services	240,895	255,878	332,624	315,720	290,876	290,876	290,876
Materials and services							
Professional & technical	352,281	462,608	35,508	16,008	35,004	35,004	35,004
Facility and equipment	14,275	5,619	24,240	19,520	20,912	20,912	20,912
Other purchased services	134,354	33,010	72,480	38,804	49,925	49,925	49,925
Supplies	7,476	7,891	12,188	13,924	13,924	13,924	13,924
Minor equipment	2,444	2,826	1,508	1,500	3,900	3,900	3,900
Other materials & services	126,802	152,034	198,451	172,449	133,676	133,676	133,676
Total materials & services	637,632	663,988	344,375	262,205	257,341	257,341	257,341
Capital outlay							
Land	-	5,000	-	-	-	-	-
Infrastructure	-	-	1,403,329	968,035	1,111,295	1,111,295	1,111,295
Vehicles	-	4,741	-	-	-	-	-
Furniture and equipment	7,600	10,000	-	-	42,500	42,500	42,500
Total capital outlay	7,600	19,741	1,403,329	968,035	1,153,795	1,153,795	1,153,795
Debt service							671,960
Principal	39,670	41,527	54,642	54,641	-	-	-
Interest	5,571	3,714	1,771	635	-	-	-
Total debt service	45,241	45,241	56,413	55,276	-	-	-
Total expenditures	931,368	984,848	2,136,741	1,601,236	1,702,012	1,702,012	1,702,012
Other uses							
Transfers out	83,407	169,680	323,900	199,105	-	-	-
Ending Fund Balance	3,797,477	4,051,252	-	-	-	-	-
Equipment Replacement Reserve			60,000	60,000	85,000	85,000	85,000
Infrastructure Reserve					45,000	45,000	45,000
Contingency			2,429,708	3,298,471	2,556,511	2,556,511	2,556,511
Total uses	4,812,252	5,205,780	4,950,349	5,158,812	4,388,523	4,388,523	4,388,523

ENTERPRISE FUNDS

STORM FUND IN TOTAL

Storm Fund

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

Storm Fund Budget in Total

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Proposed	2012-13 Approved	2012-13 Adopted
SOURCES							
Beginning fund balance	\$ 550,084	\$ 628,418	\$ 843,907	\$ 1,083,858	\$ 1,284,181	\$ 1,214,181	\$ 1,214,181
Revenue							
Intergovernmental	-	-	350,000	-	-	-	-
Charges for services	1,330,431	1,340,927	1,360,000	1,285,000	1,190,000	1,320,000	1,320,000
Infrastructure development	13,435	66,389	3,000	3,000	162,514	162,514	162,514
Fines, interest and other	3,982	65,479	1,200	6,000	7,900	7,900	7,900
Total revenue	1,347,848	1,472,795	1,714,200	1,294,000	1,360,414	1,490,414	1,490,414
Other sources							
Transfers in	-	-	60,000	360,000	-	-	-
Total other sources	-	-	60,000	360,000	-	-	-
Total sources	1,897,932	2,101,213	2,618,107	2,737,858	2,644,595	2,704,595	2,704,595
USES							
Expenditures							
Personal services							
Salaries and wages	157,913	209,899	235,092	197,145	215,704	215,704	235,517
Payroll taxes	18,847	23,808	30,262	25,665	27,902	27,902	27,902
Benefits	47,659	62,678	85,008	74,190	83,229	83,229	83,229
Total personal services	224,419	296,385	350,362	297,000	326,835	326,835	346,648
Materials and services							
Professional & technical	143,685	189,882	165,396	145,200	136,392	136,392	136,392
Facility and equipment	13,692	5,668	25,216	22,720	32,916	32,916	32,916
Other purchased services	78,314	73,803	87,652	72,998	78,679	78,679	78,679
Supplies	15,721	13,082	23,100	25,996	23,316	23,316	23,316
Minor equipment	-	1,072	8,852	8,852	5,052	5,052	5,052
Other materials & services	89,149	120,061	184,091	141,723	137,235	137,235	137,235
Total materials & services	340,560	403,568	494,307	417,489	413,590	413,590	413,590
Capital outlay							
Infrastructure	-	88,099	600,203	341,562	280,000	280,000	280,000
Vehicles	-	4,741	-	-	-	-	-
Furniture and equipment	-	7,500	11,000	-	62,500	62,500	62,500
Total capital outlay	-	100,340	611,203	341,562	342,500	342,500	342,500
Debt service							(278,235)
Principal	135,728	141,014	158,269	158,269	104,326	104,326	104,326
Interest	21,335	16,048	10,552	9,357	5,115	5,115	5,115
Issuance costs	5,684	-	-	-	-	-	-
Total debt service	162,747	157,063	168,821	167,626	109,441	109,441	109,441
Total expenditures	727,726	957,355	1,624,694	1,223,677	1,192,366	1,192,366	1,212,179
Other uses							
Transfers out	541,788	60,000	230,000	230,000	-	-	-
Ending Fund Balance	628,418	1,083,858	-	-	-	-	-
Equipment Replacement Reserve			70,000	70,000	90,000	90,000	90,000
Contingency			693,413	1,214,181	1,362,229	1,422,229	1,402,416
Total uses	1,897,932	2,101,213	2,618,107	2,737,858	2,644,595	2,704,595	2,704,595

Water Operations

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

2011-12 Accomplishments

- Completed Consumer Confidence Report on annual basis.
- Completed monthly meter reading.
- Completed weekly distribution utility bills.
- Completed over 300 water samples.
- Coordinated and managed 2,513 backflow devices.

2012-13 Goals, Values, Strategies, Activities, and Performance Measures

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

Strategies

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

Activities

- Prepare and distribute the Consumer Confidence Report which is an annual report on water quality that is mandated by state and federal regulations.
- Water quality sampling is performed throughout the City to ensure compliance with federal Safe Drinking Water Act, Drinking Water Rules, and Regulators. Results are reported monthly for microbiological samples and chlorine residuals. Other testing is completed in accordance with federal and state requirements.
- Operate and repair over 68 miles of water mains, 2,547 valves, 721 fire hydrants, and 5,700 meters, 3 reservoirs, 4 wells, and 2 pump stations that deliver water to customers at all times.
- Maintain a flushing program
- Operate a valve survey and exercise program.
- Coordinate and manage cross-connection program.
- Target water conservation measures to reduce peak water demand.
- Primary responsibility for all utility locates that relate to water, sanitary, storm and broadband.

Performance Measures

- Will complete required sampling and State guidelines.
- Will complete maintenance/inspection of 1/2 of the public fire hydrants.
- Will read all water meters and bill on a monthly basis.
- Will distribute CCR to all customers by July 1st.
- Flush 1/2 of our distribution piping (approx.. 34 miles of pipe)
- Perform leak detection on 1/5 of our water infrastructure (piping/hydrants/service lines and meters).
- Will perform inspections to all 3 reservoirs.

ENTERPRISE FUNDS

WATER OPERATIONS

Water Operations Budget

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Proposed	2012-13 Approved	2012-13 Adopted
SOURCES							
Beginning fund balance	\$ 2,360,460	\$ 4,001,022	\$ 3,612,869	\$ 3,880,754	\$ 4,084,457	\$ 4,084,457	\$ 4,084,457
Revenue							
Charges for services	3,773,555	1,581,284	4,201,200	3,906,600	3,862,250	3,512,250	3,512,250
Infrastructure development	6,918	10,860	6,000	3,000	3,000	3,000	3,000
Fines, interest and other	13,141	(27,685)	-	17,000	17,000	17,000	17,000
Total revenue	3,793,613	1,564,459	4,207,200	3,926,600	3,882,250	3,532,250	3,532,250
Other sources							
Transfers in	264,263	64,000	25,000	25,000	-	-	-
Issuance of long-term debt	-	10,350,688	-	-	-	-	-
Total other sources	264,263	10,414,688	25,000	25,000	-	-	-
Total sources	6,418,336	15,980,169	7,845,069	7,832,354	7,966,707	7,616,707	7,616,707
USES							
Expenditures							
Personal services							
Salaries and wages	450,991	398,547	397,956	367,438	430,382	430,382	459,861
Payroll taxes	44,922	40,364	46,912	41,612	48,139	48,139	48,139
Benefits	168,043	144,108	171,732	148,465	175,915	175,915	175,915
Total personal services	663,956	583,018	616,600	557,515	654,436	654,436	683,915
Materials and services							
Professional & technical	763,282	406,230	854,508	839,500	1,244,900	1,244,900	1,244,900
Facility and equipment	93,516	72,639	91,312	89,404	79,388	79,388	79,388
Other purchased services	284,628	305,294	382,270	365,413	364,956	364,956	364,956
Supplies	82,576	87,748	134,488	94,000	102,140	102,140	102,140
Minor equipment	10,583	3,057	8,004	13,000	3,012	3,012	3,012
Other materials & services	219,617	237,896	294,759	234,687	260,665	260,665	260,665
Total materials & services	1,454,202	1,112,864	1,765,341	1,636,004	2,055,061	2,055,061	2,055,061
Capital outlay							
Infrastructure	-	(75,982)	25,000	-	25,000	25,000	25,000
Vehicles	-	4,741	-	-	-	-	-
Furniture and equipment	4,995	28,990	-	-	100,000	100,000	100,000
Total capital outlay	4,995	(42,251)	25,000	-	125,000	125,000	125,000
Debt service							
Principal	41,758	10,043,712	501,470	501,470	824,425	824,425	824,425
Interest	217,398	4,632	1,054,103	1,052,908	1,013,843	1,013,843	1,013,843
Issuance costs	-	346,939	-	-	-	-	-
Total debt service	259,157	10,395,284	1,555,573	1,554,378	1,838,268	1,838,268	1,838,268
Total expenditures	2,382,310	12,048,915	3,962,514	3,747,897	4,672,765	4,672,765	4,702,244
Other uses							
Transfers out	35,004	50,500	10,000	-	-	-	-
Ending Fund Balance	\$4,001,022	\$ 3,880,754	-	-	-	-	-
Equipment Replacement Reserve			50,000	25,000	50,000	50,000	50,000
Infrastructure Reserve			-	25,000	50,000	50,000	50,000
Contingency			3,822,555	4,034,457	3,193,942	2,843,942	2,814,463
Total uses	6,418,336	15,980,169	7,845,069	7,832,354	7,966,707	7,616,707	7,616,707

Sanitary Operations

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

2011-12 Accomplishments

- Cleaned 137,643 feet of sanitary main lines.
- Videod 59,393 feet of sanitary main lines.
- Completed brushing and posting program.
- Completed annual inspections at City businesses to ensure FOG compliance.
- Provide semi-annual cleaning of sanitary sewer mainlines which are inherent to FOG from our Food Establishments.

2012-13 Goals, Values, Strategies, Activities, and Performance Measures

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

Strategies

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

Activities

- To ensure compliance with the City of Sherwood’s maintenance standards which are adopted by Clean Water Services. This work section provides all warranty video inspection of all main line construction projects (private and capital).
- Television inspection program is on a 7 year cycle and provides updated information on needed sanitary main line repairs and replacements.
- The sanitary pipe lines are on a 4 year cleaning cycle to prevent blockages that could cause overflows.
- Root cutting is on annual schedule to prevent blockages.
- Fat Oil and Grease Program. Provide inspections to ensure compliance with City ordinance to minimize maintenance costs.
- Promote education of the Fat, Oils and Grease program (FOG) to minimize FOG from entering our public sanitary collection system.

Performance Measures

- Will clean 79,000 feet of city’s sanitary mainlines.
- Will continue to provide brushing and posting program which include annual inspections and maintenance of offsite manholes (wetlands).
- Will CCTV 45,000 feet of city’s sanitary mainline system.
- Will respond to all private property sanitary overflows that we are made aware of.
- Will complete inspections at city businesses for FOG program to ensure compliance with city ordinance.

ENTERPRISE FUNDS

SANITARY OPERATIONS

Sanitary Operations Budget

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Proposed	2012-13 Approved	2012-13 Adopted
SOURCES							
Beginning fund balance *	\$ 84,254	\$ 59,785	\$ 32,653	\$ 108,791	\$ 224,691	\$224,691	\$224,691
Revenue							
Charges for services	456,271	445,463	512,736	520,600	521,850	521,850	521,850
Infrastructure development	172	322	-	200	-	-	-
Fines, interest and other	868	2,456	-	3,000	3,000	3,000	3,000
Total revenue	457,311	448,241	512,736	523,800	524,850	524,850	524,850
Other sources							
Transfers in	-	-	50,000	50,000	-	-	-
Total other sources	-	-	50,000	50,000	-	-	-
Total sources	541,565	508,026	595,389	682,591	749,541	749,541	749,541
USES							
Expenditures							
Personal services							
Salaries and wages	101,490	114,320	131,400	122,961	132,704	132,704	132,704
Payroll taxes	10,805	12,543	16,782	15,332	16,957	16,957	16,957
Benefits	31,561	37,157	52,200	46,811	50,303	50,303	50,303
Total personal services	143,856	164,019	200,382	185,104	199,964	199,964	199,964
Materials and services							
Professional & technical	10,199	5,384	35,508	16,008	35,004	35,004	35,004
Facility and equipment	11,519	5,565	24,240	19,520	20,912	20,912	20,912
Other purchased services	122,261	28,421	72,192	38,588	49,745	49,745	49,745
Supplies	7,476	7,814	12,188	13,924	13,924	13,924	13,924
Minor equipment	2,444	2,826	1,508	1,500	3,900	3,900	3,900
Other materials & services	50,762	61,224	95,790	77,980	81,146	81,146	81,146
Total materials & services	204,662	111,234	241,426	167,520	204,631	204,631	204,631
Capital outlay							
Infrastructure	-	-	-	50,000	25,000	25,000	25,000
Vehicles	-	4,741	-	-	-	-	-
Furniture and equipment	7,600	10,000	-	-	42,500	42,500	42,500
Total capital outlay	7,600	14,741	-	50,000	67,500	67,500	67,500
Debt service							
Principal	39,670	41,527	54,642	54,641	-	-	-
Interest	5,571	3,714	1,771	635	-	-	-
Total debt service	45,241	45,241	56,413	55,276	-	-	-
Total expenditures	401,359	335,234	498,221	457,900	472,095	472,095	472,095
Other uses							
Transfers out	80,421	64,000	-	-	-	-	-
Ending Fund Balance	\$ 59,785	\$108,791	-	-	-	-	-
Equipment Replacement Reserve			60,000	60,000	85,000	85,000	85,000
Infrastructure Reserve					45,000	45,000	45,000
Contingency			37,168	164,691	147,446	147,446	147,446
Total uses	541,565	508,026	595,389	682,591	749,541	749,541	749,541

Storm Operations

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

2011-12 Accomplishments

- Cleaned 70,789 feet of storm water main lines.
- Cleaned 1,595 catch basins.
- Cleaned 104 water quality manholes semi-annually.
- Videoed 45,904 feet of storm sewer main lines.
- Treated 1,595 catch basins and collected 15 samples for prevention of West Nile Virus.
- Completed leaf curbside pickup for all public city streets and held 3 leaf drop dates at public works facility. Collected 818 yards of leaves and collected 200 lbs. of canned food.
- Planted 7,425 trees in compliance with Healthy Streams program.
- Completed monthly street sweeping.

2012-13 Goals, Values, Strategies, Activities, and Performance Measures

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

Strategies

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

Activities

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

Performance Measures

- Will clean 55,000 feet of city storm mainlines.
- Will clean and inspect 1,595 sumped catch basins.
- Will clean 104 water quality manholes semi-annually.
- Will CCTV 41,000 feet of city’s storm mainline.
- Will provide treatment to 1,595 of all catch basins and will sample bi-weekly from July through September for West Nile Virus Program.

ENTERPRISE FUNDS

STORM OPERATIONS

- Will provide leaf curbside pickup for all public city streets during November and will hold three (3) leaf drop dates in November and December.
- Will plant over 4,200 trees as required per Healthy Stream Program.
- Will complete monthly sweeping of public curbed streets.
- Provide annual inspections to owners of private water quality facilities

Storm Operations Budget

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Proposed	2012-13 Approved	2012-13 Adopted
SOURCES							
Beginning fund balance	\$ 237,288	\$ 380,369	\$ 427,999	\$ 523,593	\$ 564,404	\$ 564,404	\$ 564,404
Revenue							
Charges for services	1,330,431	1,140,927	960,000	885,000	790,000	920,000	920,000
Infrastructure development	172	322	-	-	-	-	-
Fines, interest and other	2,474	1,639	-	4,000	4,000	4,000	4,000
Total revenue	1,333,077	1,142,888	960,000	889,000	794,000	924,000	924,000
Other sources							
Transfers in	-	-	60,000	60,000	-	-	-
Total other sources	-	-	60,000	60,000	-	-	-
Total sources	1,570,365	1,523,258	1,447,999	1,472,593	1,358,404	1,488,404	1,488,404
USES							
Expenditures							
Personal services							
Salaries and wages	144,238	207,518	195,732	183,797	215,704	215,704	235,517
Payroll taxes	17,704	23,619	26,457	24,375	27,902	27,902	27,902
Benefits	44,719	61,596	72,360	69,647	83,229	83,229	83,229
Total personal services	206,661	292,733	294,549	277,819	326,835	326,835	346,648
Materials and services							
Professional & technical	97,675	177,966	165,396	145,200	136,392	136,392	136,392
Facility and equipment	12,746	5,668	25,216	22,720	32,916	32,916	32,916
Other purchased services	77,181	73,601	87,568	72,938	78,679	78,679	78,679
Supplies	15,721	13,082	23,100	25,996	23,316	23,316	23,316
Minor equipment	-	1,072	8,852	8,852	5,052	5,052	5,052
Other materials & services	75,476	118,140	140,806	117,038	137,235	137,235	137,235
Total materials & services	278,800	389,529	450,938	392,744	413,590	413,590	413,590
Capital outlay							
Infrastructure	-	88,099	236,500	70,000	280,000	280,000	280,000
Vehicles	-	4,741	-	-	-	-	-
Furniture and equipment	-	7,500	11,000	-	62,500	62,500	62,500
Total capital outlay	-	100,340	247,500	70,000	342,500	342,500	342,500
Debt service							
Principal	135,728	141,014	158,269	158,269	104,326	104,326	104,326
Interest	21,335	16,048	10,552	9,357	5,115	5,115	5,115
Issuance costs	5,684	-	-	-	-	-	-
Total debt service	162,747	157,063	168,821	167,626	109,441	109,441	109,441
Total expenditures	648,207	939,665	1,161,808	908,189	1,192,366	1,192,366	1,212,179
Other uses							
Transfers out	541,788	60,000	-	-	-	-	-
Ending Fund Balance	\$ 380,369	\$ 523,593	-	-	-	-	-
Equipment Replacement Reserve			70,000	70,000	90,000	90,000	90,000
Contingency			216,191	494,404	76,038	206,038	186,225
Total uses	1,570,365	1,523,258	1,447,999	1,472,593	1,358,404	1,488,404	1,488,404

Telecommunications

Telecommunications supports the communication needs of the city, local businesses, school district, and residents. Services within this utility are primarily sold and managed through third party service providers. Currently there are over 40 sites within this network and over 100 miles of fiber optic cable. Telecommunications also support economic development within Sherwood and the surrounding area.

2011-12 Accomplishments

- Maintained steady revenue stream
- Completed one of two network redundancy projects. Second project is expected to be complete Summer of 2012

2012-2013 Goals, Strategies, Values and Activities

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

Strategies:

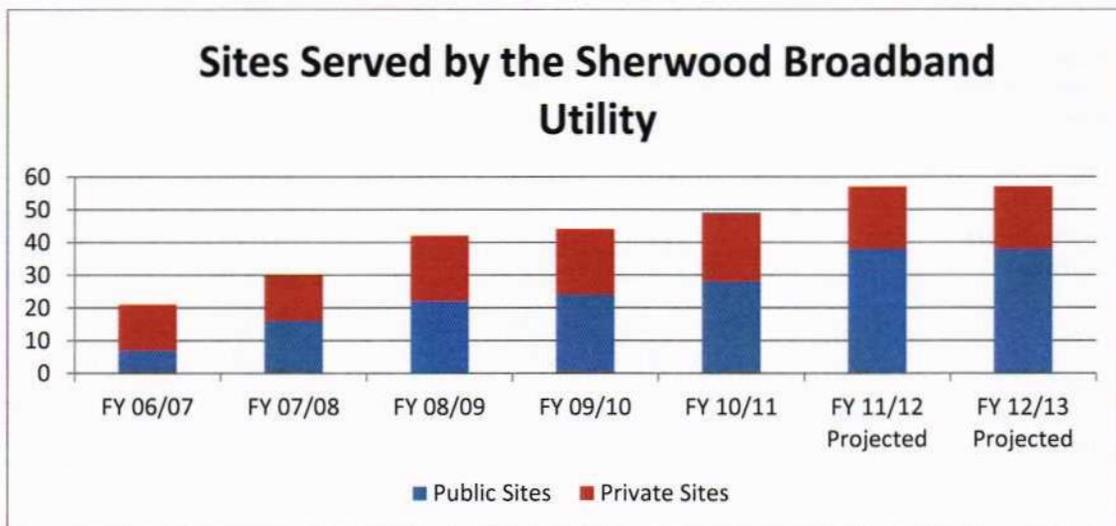
Continue to promote Sherwood Broadband to the Sherwood business community

Activities:

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

Performance Measures

- The number of new customers added each year



ENTERPRISE FUNDS

TELECOMMUNICATIONS

Telecommunications Budget

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Proposed	2012-13 Approved	2012-13 Adopted
SOURCES							
Beginning fund balance	\$ 25,342	\$ 56,253	\$ 134,125	\$ 186,690	\$ 45,505	\$ 45,505	\$ 45,505
Revenue							
Intergovernmental	12,000	-	-	-	-	-	-
Charges for services	186,798	210,794	278,000	307,655	334,880	334,880	334,880
Fines, interest and other	229	479	12,000	8,500	8,000	8,000	8,000
Total revenue	199,028	211,273	290,000	316,155	342,880	342,880	342,880
Other sources							
Transfers in	-	25,500	10,000	-	-	-	-
Total other sources	-	25,500	10,000	-	-	-	-
Total sources	224,370	293,026	434,125	502,845	388,385	388,385	388,385
USES							
Expenditures							
Personal services							
Salaries and wages	12,504	13,359	7,724	17,725	21,263	21,263	21,263
Payroll taxes	1,101	1,180	1,561	1,549	1,897	1,897	1,897
Benefits	3,604	4,115	7,164	7,045	8,594	8,594	8,594
Total personal services	17,209	18,655	16,449	26,319	31,754	31,754	31,754
Materials and services							
Professional & technical	31,874	21,312	10,040	10,040	10,008	10,008	10,008
Facility and equipment	42,003	22,721	37,956	41,786	40,360	40,360	40,360
Other purchased services	43,163	33,577	31,440	39,526	57,247	57,247	57,247
Supplies	63	700	15,000	5,000	5,000	5,000	5,000
Minor equipment	7,235	1,951	10,000	10,250	15,000	15,000	15,000
Other materials & services	4,561	7,420	12,644	11,088	13,757	13,757	13,757
Total materials & services	128,899	87,681	117,080	117,690	141,372	141,372	141,372
Capital outlay							
Infrastructure	22,010	-	-	-	-	-	-
Furniture and equipment	-	-	20,000	20,000	45,000	45,000	45,000
Total capital outlay	22,010	-	20,000	20,000	45,000	45,000	45,000
Debt service							
Principal	-	-	315,296	293,331	135,170	135,170	135,170
Interest	-	-	-	-	14,830	14,830	14,830
Total debt service	-	-	315,296	293,331	150,000	150,000	150,000
Total expenditures	168,117	106,335	468,825	457,340	368,126	368,126	368,126
Other uses							
Ending Fund Balance	56,253	186,690	-	-	-	-	-
Contingency			(34,700)	45,505	20,259	20,259	20,259
Total uses	224,370	293,026	434,125	502,845	388,385	388,385	388,385

FY12-13 Water Capital Projects**2011-12 Accomplishments**

- Completed IGA's with the City of Wilsonville for interim water and design and permitting of Segment 3 of the water transmission pipeline.
- Completed construction of segments 6, 7 and 8 of water transmission pipeline improvements ahead of schedule.
- Completed construction of meter vault in partnership with Wilsonville.
- Completed production water rate study in partnership with Wilsonville.
- Continued discussions at regional level.
- Completed design and bid of seismic upgrade to Sunset Reservoir #1 and began construction.
- Developed flushing program for efficient and effective flushing of the water distribution system with bringing on new water source.

Long Term Water Supply: this project entails the planning, design, and construction for the improvements needed to secure a long term water source for the City. The majority of the project has been completed. Projects budgeted for in Fiscal Year 12-13 are as follows.

Pipeline Segment 3 Construction: This is the last link in the 48 inch pipeline that will carry water from the Wilsonville treatment plant to Sherwood. The City has contracted with Wilsonville for the design and construction of this segment and it is anticipated to be completed in FY12-13. Wilsonville will reimburse the City for half of the cost of construction upon completion.

535 Foot Pressure Zone Reservoir 1: This project involves site selection, property acquisition, and construction of a new reservoir that will feed elevations above 535 feet. Properties at and above this elevation are now pump fed, without storage facilities to rely on. Funding for FY12-13 is for site evaluations.

Sunset Reservoir 1 Seismic Upgrades: these improvements are necessary to extend the service life of this reservoir that was built in 1972. Completing these improvements will extend the life of the reservoir by about 15 years.

Water Capital Budget

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Proposed	2012-13 Approved	2012-13 Adopted
SOURCES							
Beginning fund balance *	\$ 6,345,168	\$ 3,770,360	\$ 5,890,446	\$ 5,632,149	\$ 3,999,841	\$ 3,999,841	\$ 3,999,841
Revenue							
Intergovernmental	-	45,000	-	-	-	-	-
Charges for services	-	2,000,000	-	-	350,000	350,000	350,000
Infrastructure development	113,258	182,977	60,000	60,000	479,318	479,318	479,318
Fines, interest and other	1,195,881	75,506	24,000	24,000	122	122	122
Total revenue	1,309,139	2,303,483	84,000	84,000	829,440	829,440	829,440
Other sources							
Transfers in	273,750	-	-	-	-	-	-
Issuance of long-term debt	3,152,556	7,251,192	6,498,833	-	-	-	-
Total other sources	3,426,306	7,251,192	6,498,833	-	-	-	-
Total sources	11,080,613	13,325,035	12,473,279	5,716,149	4,829,281	4,829,281	4,829,281
USES							
Expenditures							
Personal services							
Salaries and wages	45,162	28,173	29,808	26,864	21,402	21,402	21,402
Payroll taxes	3,661	2,267	2,605	2,350	1,866	1,866	1,866
Benefits	14,633	9,914	12,534	10,256	7,991	7,991	7,991
Total personal services	63,455	40,353	44,947	39,470	31,259	31,259	31,259
Materials and services							
Professional & technical	7,095,341	4,144,918	-	-	-	-	-
Facility and equipment	9,881	-	-	-	-	-	-
Other purchased services	15,701	226	192	172	192	192	192
Supplies	21,547	119	-	-	-	-	-
Minor equipment	1,159	765	-	-	-	-	-
Other materials & services	20,496	17,062	21,486	16,628	12,440	12,440	12,440
Total materials & services	7,164,125	4,163,090	21,678	16,800	12,632	12,632	12,632
Capital outlay							
Land	17,634	-	-	-	-	-	-
Infrastructure	-	580,786	6,982,750	1,455,038	4,285,836	4,285,836	4,285,836
Total capital outlay	17,634	580,786	6,982,750	1,455,038	4,285,836	4,285,836	4,285,836
Debt service							
Principal	-	211,079	-	-	-	-	-
Interest	63,539	296,818	-	-	-	-	-
Issuance costs	1,500	-	-	-	-	-	-
Total debt service	65,039	507,897	-	-	-	-	-
Total expenditures	7,310,253	5,292,127	7,049,375	1,511,308	4,329,727	4,329,727	4,329,727
Other uses							
Transfers out	-	2,396,030	230,000	205,000	-	-	-
Ending Fund Balance	\$ 3,770,360	\$ 5,632,149	-	-	-	-	-
Contingency	-	-	5,193,904	3,999,841	499,554	499,554	499,554
Total uses	11,080,613	13,320,306	12,473,279	5,716,149	4,829,281	4,829,281	4,829,281

FY12-13 Sanitary Capital Projects

Area 48 North Sanitary Sewer System Capacity Upgrade - Phase 1: This project consists of replacing/upsizing approximately 3,011 linear feet of existing 8 and 10 inch diameter pipe with 12-inch pipe. The project is on the south side of Tualatin-Sherwood Road, from the intersection with Oregon street west to the railroad tracks and then southwest along those tracks. This upgrade is necessary to provide capacity for future growth and expansion of the northeast portion of Sherwood (Area 48). Funding will come from existing City sanitary sewer SDC funds. Future Public Works maintenance will consist mostly of bi-yearly inspection of the conveyance system and cleaning as needed on a five to ten year cycle.

Sanitary Capital Budget

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Proposed	2012-13 Approved	2012-13 Adopted
SOURCES							
Beginning fund balance *	\$ 4,172,715	\$ 3,737,692	\$ 3,581,853	\$ 3,942,461	\$ 3,133,780	\$ 3,133,780	\$ 3,133,780
Revenue							
Intergovernmental	-	936,173	761,408	515,060	491,966	491,966	491,966
Charges for services	70	230	-	-	-	-	-
Infrastructure development	8,159	8,125	3,000	10,000	6,786	6,786	6,786
Fines, interest and other	89,743	15,534	8,700	8,700	6,450	6,450	6,450
Total revenue	97,972	960,062	773,108	533,760	505,202	505,202	505,202
Other sources							
Total sources	4,270,687	4,697,754	4,354,961	4,476,221	3,638,982	3,638,982	3,638,982
USES							
Expenditures							
Personal services							
Salaries and wages	73,494	64,557	95,904	88,168	60,492	60,492	60,492
Payroll taxes	6,147	5,293	9,458	8,582	5,767	5,767	5,767
Benefits	17,398	22,009	26,880	33,866	24,653	24,653	24,653
Total personal services	97,039	91,859	132,242	130,616	90,912	90,912	90,912
Materials and services							
Professional & technical	342,082	457,224	-	-	-	-	-
Facility and equipment	2,756	55	-	-	-	-	-
Other purchased services	12,093	4,589	288	216	180	180	180
Supplies	-	77	-	-	-	-	-
Other materials & services	76,039	90,810	102,661	94,469	52,530	52,530	52,530
Total materials & services	432,970	552,755	102,949	94,685	52,710	52,710	52,710
Capital outlay							
Land	-	5,000	-	-	-	-	-
Infrastructure	-	-	1,403,329	918,035	1,086,295	1,086,295	1,086,295
Total capital outlay	-	5,000	1,403,329	918,035	1,086,295	1,086,295	1,086,295
Debt service							
Total debt service	-	-	-	-	-	-	-
Total expenditures	530,009	649,613	1,638,520	1,143,336	1,229,917	1,229,917	1,229,917
Other uses							
Transfers out	2,986	105,680	323,900	199,105	-	-	-
Ending Fund Balance	\$ 3,737,692	\$ 3,942,461	-	-	-	-	-
Contingency			2,392,541	3,133,780	2,409,065	2,409,065	2,409,065
Total uses	4,270,687	4,697,754	4,354,961	4,476,221	3,638,982	3,638,982	3,638,982

ENTERPRISE FUNDS

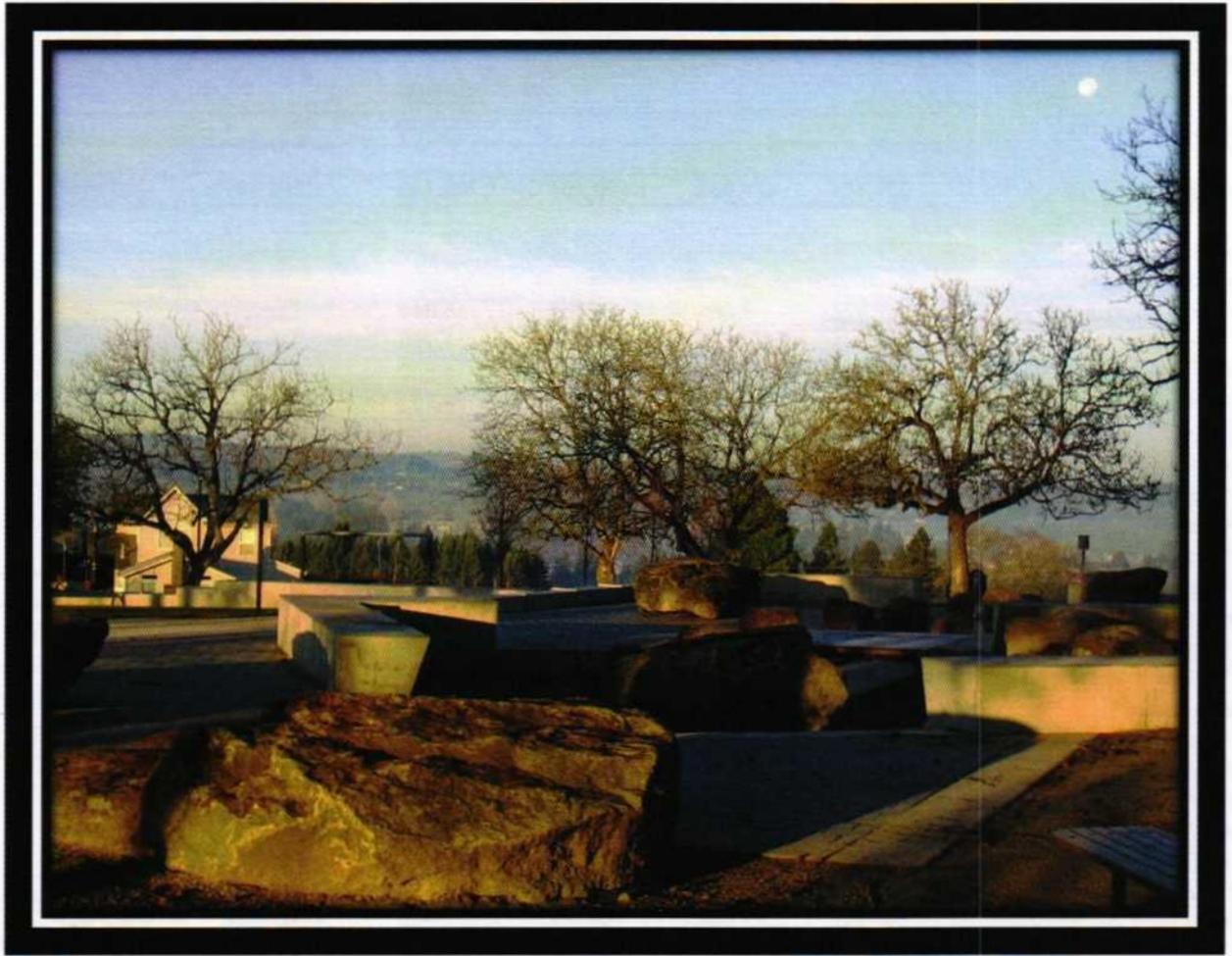
STORM CAPITAL

FY12-13 Storm Capital Projects

No capital projects are scheduled for the storm water system in FY13.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Proposed	2012-13 Approved	2012-13 Adopted
SOURCES							
Beginning fund balance *	\$ 312,796	\$ 248,048	\$ 415,907	\$ 560,265	\$ 719,777	\$ 719,777	\$ 719,777
Revenue							
Intergovernmental	-	-	350,000	-	-	-	-
Charges for services	-	200,000	400,000	400,000	400,000	400,000	400,000
Infrastructure development	13,263	66,067	3,000	3,000	162,514	162,514	162,514
Fines, interest and other	1,508	63,839	1,200	2,000	3,900	3,900	3,900
Total revenue	14,772	329,907	754,200	405,000	566,414	566,414	566,414
Other sources							
Transfers in	-	-	-	300,000	-	-	-
Total other sources	-	-	-	300,000	-	-	-
Total sources	327,567	577,955	1,170,107	1,265,265	1,286,191	1,286,191	1,286,191
USES							
Expenditures							
Personal services							
Salaries and wages	13,675	2,381	39,360	13,348	-	-	-
Payroll taxes	1,143	189	3,805	1,290	-	-	-
Benefits	2,941	1,082	12,648	4,543	-	-	-
Total personal services	17,759	3,652	55,813	19,181	-	-	-
Materials and services							
Professional & technical	46,010	11,916	-	-	-	-	-
Facility and equipment	945	-	-	-	-	-	-
Other purchased services	1,133	202	84	60	-	-	-
Other materials & services	13,673	1,921	43,285	24,685	-	-	-
Total materials & services	61,761	14,038	43,369	24,745	-	-	-
Capital outlay							
Infrastructure	-	-	363,703	271,562	-	-	-
Total capital outlay	-	-	363,703	271,562	-	-	-
Debt service							
Total debt service	-	-	-	-	-	-	-
Total expenditures	79,519	17,690	462,885	315,488	-	-	-
Other uses							
Transfers out	-	-	230,000	230,000	-	-	-
Ending Fund Balance	\$ 248,048	\$ 560,265	-	-	-	-	-
Contingency	-	-	477,222	719,777	1,286,191	1,286,191	1,286,191
Total uses	327,567	577,955	1,170,107	1,265,265	1,286,191	1,286,191	1,286,191

On average the City Council and Urban Renewal Board of Directors adopts 120 pieces of legislation per year.



Personnel FTE Comparison to Prior Year

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Budget
Administration	13.2	14.0	15.5	17.7	14.9
Community Development	11.5	10.2	9.6	9.4	9.5
Public Safety	24.9	24.6	24.8	26.0	24.5
Community Services	12.7	13.3	13.3	12.9	13.0
Public Works Operations	9.5	9.2	10.3	11.9	11.2
General Fund Total	71.9	71.3	73.6	77.9	73.1
Water Operations	2.5	9.1	8.1	7.3	8.2
Water Capital	0.9	0.7	0.4	0.4	0.3
Water Fund Total	3.4	9.8	8.5	7.7	8.5
Sanitary Operations	1.8	1.9	2.2	2.5	2.8
Sanitary Capital	0.3	1.3	1.2	1.5	0.9
Sanitary Fund Total	2.1	3.3	3.3	4.0	3.6
Storm Operations	2.7	3.1	3.9	3.9	4.4
Storm Capital	0.7	0.2	0.04	0.2	-
Storm Fund Total	3.3	3.3	4.0	4.1	4.4
Street Operations	3.2	2.9	3.0	4.0	3.0
Street Capital	1.4	0.9	2.2	1.9	2.0
General Construction	1.1	0.6	0.4	-	0.1
Telecom	0.4	0.2	0.2	0.3	0.3
URA Operations	1.2	1.1	1.0	0.8	0.2
URA Capital	0.1	0.4	0.2	0.5	0.9
Total	88.1	93.8	96.5	101.1	96.0

Changes to personnel for FY 2012-13

Administration	Eliminate two Admin Assitant II's and 1 Court Clerk	(3)
URA	Eliminate Economic Development Manager	(1)
Public Safety	Eliminate one Police Officer	(1)
	Total changes to personnel for FY2012-13	<u>(5)</u>

Management/Supervisory/Confidential

Position	Group Range	Minimum Hourly	Maximum Hourly	Minimum Monthly	Maximum Monthly
Admin Asst III - Confidential	A1	18.80	24.06	3,258	4,70
Program/Project Supervisor I Payroll Tech	A2	20.68	26.47	3,584	4,588
Program/Project Supervisor II	B	22.74	29.11	3,942	5,045
PW Operations Supervisor Supervising Librarian Emergency Management Coord. Recreation Coordinator Program Analyst Program Project Manager I	C	25.01	32.01	4,334	5,548
Program Project Manager II Accounting Supervisor Water Operations Supervisor Engineering Associate II System Administrator	D	27.27	34.90	4,726	6,050
Civil Engineer Police Sgt (non-exempt) Planning Manager	E	29.72	38.05	5,152	6,595
Building Official Library Manager	F	32.10	41.09	5,563	7,121
Human Resource Manager Police Captain Economic Development Manager	G	34.66	44.37	6,008	7,690
City Engineer Community Services Director	H	37.09	47.47	6,428	8,229
IT Director Community Develop Director Finance Director Public Works Director	I	39.69	50.80	6,879	8,805
Police Chief	J	42.46	54.36	7,360	9,422
City Manager City Recorder Municipal Judge	Contract Employees				

AFSCME Represented

Position	Group Range	Minimum Hourly	Maximum Hourly	Minimum Monthly	Maximum Monthly
Library Page 1 Recreational Assistant	1	10.86	13.90	1,882	2,409
Library Page 2	2	12.70	16.26	2,202	2,818
Admin Asst I Library Asst I Recreation Specialist	3	14.61	18.71	2,533	3,243
Admin Asst II Library Asst II Maintenance Worker I	4	16.51	21.13	2,861	3,663
Admin Asst III Maintenance Worker II Engineering Tech I	5	18.32	23.46	3,176	4,066
Finance Tech Code Compliance/Evidence Tech Department/Program Coordinator Maintenance Worker III Permit Specialist Public Works Tech Mechanic	6	20.16	25.80	3,494	4,472
Assistant Planner Librarian Maintenance Worker Lead Accountant Court Administrator	7	21.97	28.12	3,807	4,874
Associate Planner Engineering Associate I Inspector I	8	23.94	30.65	4,150	5,313
Inspector II	9	25.86	33.11	4,483	5,738
Senior Planner	10	27.68	35.43	4,797	6,141

SPOA Represented

Position	Group Range	Minimum Hourly	Maximum Hourly	Minimum Monthly	Maximum Monthly
Police Officer	1	24.54	31.41	4,253	5,445

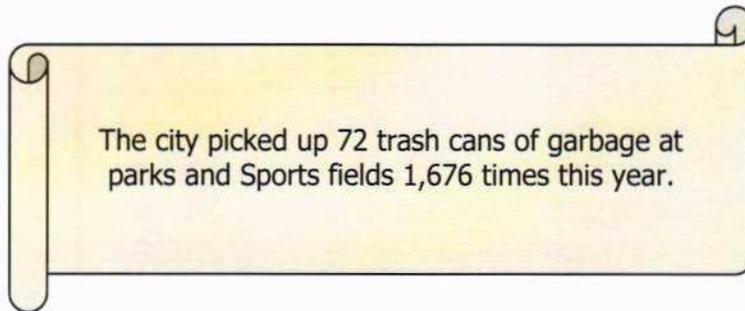
In 2010 Sherwood Police Officers made 32 drug arrests. The ages of those arrested ranged from 14-54.

The City of Sherwood Police Department is one of the top 5 fundraisers in the State of Oregon for Special Olympics.

Description of Long-Term Debt

All debt with repayment terms in excess of one year is shown on the following schedule. Debt, which the City plans to issue in fiscal year 2011-12, is shown, and debt service on planned loans is budgeted.

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



Debt Service Expenditures to Maturity

	General Obligation Bonds			City Loans	
	Total Debt to Outside Parties	2004 A&B Refunding	2011 Police Facility Refunding	2001 YMCA	
Original Amount	\$ 66,595,708	\$ 6,045,000	\$ 2,305,000	\$ 1,461,740	\$ 508,260
Balance at 6/30/12	53,194,942	2,810,000	2,105,000	608,440	211,560
Payment Source		Property taxes		Rent of Building	Parks SDC's General Construction
Paying Fund		Debt Service		General	
Year Ending June 30					
2013	5,329,642	622,825	269,800	140,442	48,833
2014	5,297,325	621,419	270,550	138,347	48,104
2015	5,216,193	623,194	271,200	139,580	48,533
2016	5,222,086	628,594	270,625	136,714	47,537
2017	5,207,781	622,500	268,800	137,033	47,647
2018	4,405,911	-	271,750	-	-
2019	4,403,696	-	269,475	-	-
2020	4,408,227	-	270,700	-	-
2021	4,412,827	-	270,300	-	-
2022	4,007,626	-	-	-	-
2023	3,964,065	-	-	-	-
2024	3,960,838	-	-	-	-
2025	3,520,384	-	-	-	-
2026	3,527,741	-	-	-	-
2027	3,526,550	-	-	-	-
2028	3,044,654	-	-	-	-
2029	3,038,883	-	-	-	-
2030	3,041,088	-	-	-	-
2031	2,056,839	-	-	-	-
2032	1,627,000	-	-	-	-
2033	978,750	-	-	-	-
2034	978,500	-	-	-	-
2035	981,250	-	-	-	-
2036	981,750	-	-	-	-
2037	-	-	-	-	-
	\$ 83,139,602	\$ 3,118,532	\$ 2,433,200	\$ 692,115	\$ 240,655

Debt Service Expenditures to Maturity

	City Loans				Total City Debt Exclusive of URA
	2008 SDW	2009 Stella	2009 SDW	2011 Bonds	
	Water Reservoir	Olsen Culvert	Water Pipeline	for Water	
Original Amount	\$ 6,000,000	\$ 500,000	\$6,000,000	\$ 14,165,000	\$ 36,985,000
Balance at 6/30/12	5,570,349	159,249	5,790,511	14,165,000	31,420,109
Payment Source	Water Rates	Storm Rates	Water Rates	Water Rates	
Paying Fund	Water	Storm	Water	Water	
Year Ending June 30					
2013	424,079	109,441	434,870	979,319	3,029,609
2014	424,079	82,081	434,870	981,619	3,001,069
2015	424,079	-	434,870	978,719	2,920,175
2016	424,079	-	434,870	980,719	2,923,138
2017	424,079	-	434,870	977,519	2,912,448
2018	424,079	-	434,870	980,069	2,110,768
2019	424,079	-	434,870	977,169	2,105,593
2020	424,079	-	434,870	979,569	2,109,218
2021	424,079	-	434,870	981,169	2,110,418
2022	424,079	-	434,870	981,969	1,840,918
2023	424,079	-	434,870	981,969	1,840,918
2024	424,079	-	434,870	980,719	1,839,668
2025	424,079	-	434,870	978,719	1,837,668
2026	424,079	-	434,870	980,919	1,839,868
2027	424,079	-	434,870	981,375	1,840,324
2028	424,079	-	434,870	980,025	1,838,974
2029	424,079	-	434,870	976,806	1,835,755
2030	424,079	-	434,870	977,494	1,836,443
2031	-	-	425,845	980,994	1,406,839
2032	-	-	-	977,000	977,000
2033	-	-	-	978,750	978,750
2034	-	-	-	978,500	978,500
2035	-	-	-	981,250	981,250
2036	-	-	-	981,750	981,750
2037	-	-	-	-	-
	\$ 7,633,422	\$ 191,522	\$8,253,505	\$ 23,514,106	\$ 46,077,057

Debt Service Expenditures to Maturity

City Loans for Sherwood Urban Renewal Agency Projects

	2003 OECD	2006 Downtown Streets	2006 Downtown Streets	2010 Streets & Cannery	2010 Cannery	Total Debt on behalf of URA
Original Amount	\$ 5,845,708	\$ 1,800,000	\$ 6,400,000	\$ 7,065,000	\$ 8,500,000	\$ 29,610,708
Balance at 6/30/11	3,995,913	1,245,523	5,285,069	6,595,000	4,653,328	21,774,833
Payment Source		URA property taxes				
Paying Fund		Urban Renewal Agency				
Year Ending June 30						
2013	435,853	175,416	485,419	553,345	650,000	2,300,033
2014	437,879	175,398	481,619	551,360	650,000	2,296,256
2015	434,138	175,396	482,619	553,865	650,000	2,296,018
2016	434,738	175,386	483,219	555,605	650,000	2,298,948
2017	434,938	175,396	483,419	551,580	650,000	2,295,333
2018	434,483	175,395	483,220	552,045	650,000	2,295,143
2019	438,353	175,386	482,619	551,745	650,000	2,298,103
2020	436,313	175,397	481,619	555,680	650,000	2,299,009
2021	438,553	175,398	484,863	553,595	650,000	2,302,409
2022	434,828	43,849	482,263	555,768	650,000	2,166,708
2023	435,496	-	484,088	553,563	650,000	2,123,147
2024	435,234	-	485,276	550,660	650,000	2,121,170
2025	-	-	480,656	552,060	650,000	1,682,716
2026	-	-	485,343	552,530	650,000	1,687,873
2027	-	-	484,156	552,070	650,000	1,686,226
2028	-	-	-	555,680	650,000	1,205,680
2029	-	-	-	553,128	650,000	1,203,128
2030	-	-	-	554,645	650,000	1,204,645
2031	-	-	-	-	650,000	650,000
2032	-	-	-	-	650,000	650,000
2033	-	-	-	-	-	-
2034	-	-	-	-	-	-
2035	-	-	-	-	-	-
2036	-	-	-	-	-	-
2037	-	-	-	-	-	-
	\$ 5,230,806	\$ 1,622,417	\$ 7,250,398	\$ 9,958,924	\$ 13,000,000	\$ 37,062,545

Debt Margin

Total assessed value on January 1 2012:	<u>\$ 1,518,340,179</u>
Debt limitation: 3% of total assessed value	45,550,205
Debt outstanding at July 30, 2012:	
General obligation bonds outstanding	\$ 4,915,000
Less amount available for repayment of general obligation bonds	<u>(47,484)</u>
Net debt outstanding that is subject to limitation	<u>4,867,516</u>
Amount of general obligation bonds that could be issued	40,682,689

Transfers

<u>Transfer From:</u>	<u>Transfer To:</u>	
<u>Fund</u>	<u>General Construction</u>	<u>Street Capital Fund</u>
1 URA Capital		2,169,123
2 URA Capital	100,000	
Total	<u>\$ 100,000</u>	<u>\$ 2,169,123</u>

Purpose:

- 1 Transfer funds from URA Capital to Street Capital for Downtown Streets Project.
- 2 Transfer funds from URA Capital to General Construction for Cedar Creek Trail Design.

The newly completed water transmission pipeline from Sherwood to Wilsonville holds 1.8 million gallons of water. In November Sherwood began receiving water from the Willamette River Water Treatment Plant

City of Sherwood Budget Process

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

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

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

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

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

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

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

1. Appoint Budget Officer - Every local government is required to have a Budget Officer, either appointed by the governing body or designated in its charter.
2. Prepare a Proposed Budget – The Budget Officer is responsible for the preparing of the proposed budget presentation to the Budget Committee.
3. Budget Officer publishes notices – Upon completion of the budget a "Notice of Budget Committee Meeting" is advertised either in the local newspaper, by mailing or hand delivery. ORS requires that if the notice is published in a newspaper it must be published at least twice, five to 30 days before the scheduled budget committee meeting, if the notice is mailed or hand delivered, it must be done not later than 10 days prior to the meeting date.
4. Budget Committee Meets – The Budget Officer presents the budget message and the proposed budget document to the Budget Committee for further review.
5. Committee Approves the Budget – When the Budget Committee is satisfied that the proposed budget will meet the needs of the citizens of Sherwood they will forward this to the City Council for adoption.
6. Notice of Hearing and Financial Summary – After the budget is approved, a budget hearing must be held. The Budget Officer must publish a summary of the budget approved by the Budget Committee and notice of budget hearing five to 30 days before the scheduled hearing.
7. Budget Hearing held – The budget hearing must be held by the governing body on the date specified on the public notice and must allow for public testimony.

8. Adopted Budget, Make Appropriations, Levy Taxes – The governing body may make changes in the approved budget before or after it is adopted, but no later than the beginning of the fiscal year to which the budget relates. However, there are limitations to these changes.
 - a. Taxes may not be increased beyond the amount approved by the budget committee.
 - b. Estimated expenditures in a fund may not be increased by more than \$5,000 or 10 percent, whichever is greater.

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

Budget Calendar

Event	Lead Person/Group	Date
Draft budget ready for City Manager review	Budget Officer	March 16
Proposed budget to the Budget Committee	Budget Officer	April 3
1st Budget Committee meeting with public comment	Budget Committee	April 16
2nd Budget Committee meeting and budget approval	Budget Committee	April 23
Approved budget delivered to the City Council	Budget Officer	May 15
Public hearing and adoption of the approved budget	City Council	June 5
Adopted budget available	Budget Officer	July 1

Budget Changes after Adoption

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

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

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

Measurement Focus and Basis of Accounting

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

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

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

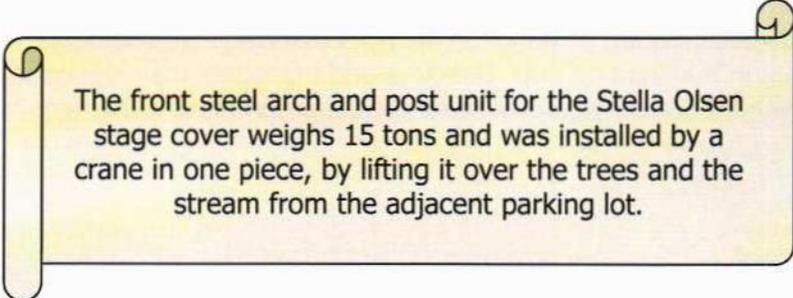
Generally accepted accounting principles (GAAP) for governments require that the enterprise funds be accounted for in the same way as businesses. Consequently, actual results for the enterprise funds are shown on both the budgetary (current financial resources and modified accrual) and GAAP basis (economic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

2011-12 Budget and 2011-12 Projected

As required by Oregon budget law, the 2011-12 budget columns shows the adopted budget after changes made by the City Council during the year. The 2011-12 projected columns show the latest forecast of activity through June 30, 2012.

Fund Balance and Contingency

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



The front steel arch and post unit for the Stella Olsen stage cover weighs 15 tons and was installed by a crane in one piece, by lifting it over the trees and the stream from the adjacent parking lot.

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 policies and guidelines for public sector accounting and financial reporting. The City of Sherwood is responsible for adhering to the requirements of these organizations and for seeking guidance from policies, standards and best practices set forth by these organizations.
5. **Authority:** The Sherwood City Council is the sole authority for deleting, modifying, or adding to these policies. Every two years the Council shall engage the Budget Committee to review and update these policies'

Policy I. Funds

1. The City of Sherwood will maintain an orderly and logical fund structure that provides stakeholders with ready access to financial information
2. The City of Sherwood will conform to Generally Accepted Accounting Principles (GAAP) and the Government Finance Officers Association's best practices for establishing and maintaining funds.

3. The City of Sherwood will establish and maintain those funds required by law and sound financial administration. Acknowledging that unnecessary funds result in inflexibility, complexity, and inefficient financial administration, only the minimum number of funds consistent with legal and operating requirements will be established.
4. The criteria for establishing a new fund are variable, but include triggers such as;
 - a. Inauguration of a new dedicated revenue stream and a concurrent service.
 - b. The need for increased clarity of financial information.
 - c. The establishment of a new enterprise.
 - d. Covenants embodied in financing agreements.
 - e. Changes in state law or financial management/accounting standards
5. Only the Sherwood City Council has the authority to create or delete funds. The Council shall create or delete funds by resolution.

Policy II Budgeting

1. The City of Sherwood budget process shall consist of activities that encompass the development, implementation, and evaluation of a plan for the provision of services and capital assets.
2. The purpose of the budget process is to help decision makers make informed choices about the provision of services and capital assets and to promote stakeholder participation in the process.
3. The City of Sherwood budget process shall:
 - a. Incorporate a long term perspective (minimum three fiscal years)
 - b. Establish linkages to broad organizational goals
 - c. Focus budget decisions on results and outcomes
 - d. Involve and promote effective communication with stakeholders
4. All budgetary procedures will conform to existing state and local regulations. Oregon budget law requires each local government to prepare a balanced budget and Oregon Administrative Rules state:
 - a. The budget must be constructed in such a manner that the total resources in a fund equal the total of expenditures and requirements for that fund, and
 - b. The total of all resources of the municipality must equal the total of all expenditures and all requirements for the municipality.
5. A cost allocation plan will be developed and incorporated into the City of Sherwood budget. The cost allocation plan will be the basis for distribution of general government and internal service costs to other funds, divisions, and capital projects.
6. The Sherwood City Council shall adopt the budget at the fund, departmental or program level (as appropriate to each fund) as a total dollar amount for all appropriations except contingency, unappropriated ending fund balance and reserves, which shall be stated separately.
7. Interfund Transfers shall be kept to a minimum. Interfund loans shall be documented in a resolution that cites the terms of the loan.

8. As part of the annual budget process the City of Sherwood will maintain a three year revenue and expenditure forecast. This forecast will be created using an objective, analytical process incorporating applicable projections from the State of Oregon's latest Economic Forecast and conservative assumptions where State developed data is not available. Revenues will be estimated realistically and prudently using best practices as defined by the Government Finance Officers Association. Revenues shall be forecasted conservatively.
9. Oregon budget law provides a means to adjust the budget for emergency expenditures or unforeseen circumstances. All resolutions adjusting the budget will be prepared by the Finance department for City Council approval to ensure compliance with budget laws.
10. Prior to submittal to City Council, the Budget Officer will convene the Budget Committee to review supplemental budget resolutions. If time does not allow for this action, Budget Committee members shall be informed of the City Council's action on the resolution promptly.
11. A mid-year review process will be conducted by the City Manager and Finance Director in order to make any necessary adjustments to the adopted budget.
12. In the City's effort to strive for excellence, the City of Sherwood will make every effort to obtain the Award for Distinguished Budget Presentation from the Government Finance Officers Association (GFOA).
13. Reports comparing actual to budgeted expenditures will be prepared quarterly by the Finance Department and distributed to the City Council, City Manager and Department Directors.

Policy III Revenue

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

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

Policy IV Expenditures

Controls

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

Specific Expenditures

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

Policy V. Revenue Constraints and Fund Balance

Nature of Constraints

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

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

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

4. **Assigned.** Cash the City intends to use for specific purposes. The City Council delegates the authority to create this constraint to the City Manager. In addition, for all funds except the general fund, all cash not in one of the Non-spendable, Restricted, or Committed categories, or specifically assigned under this category will, by default be assigned to this category.
5. **Unassigned.** General Fund cash that is not otherwise categorized fund balance is the residual classification for the general fund and includes all amounts not contained in the other classifications.

Other Considerations

1. **Stabilization.** The purpose of stabilization arrangements is to provide a revenue source to maintain service delivery during periods of diminished revenues. The City may choose to create stabilization arrangements either by creating new funds or dedicating revenues within existing funds. Stabilization 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 VI. Continuing Disclosure

Continuing Disclosure In General

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

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

Rule 15c2-12 Disclosures

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

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

City Responsibility

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

Debt***Operating loans***

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

Debt

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

Cash and Investments

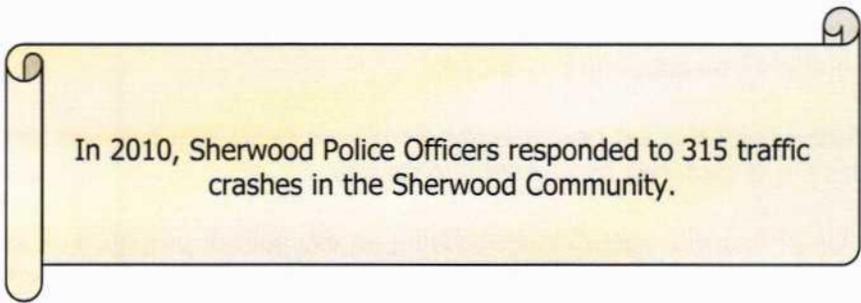
Cash balances are insured and collateralized. Cash in excess of immediate needs is invested in the Oregon State Treasury's Local Government Investment Pool.

Capital Assets

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

Accounting Structure

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



In 2010, Sherwood Police Officers responded to 315 traffic crashes in the Sherwood Community.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Capital Budget - The budget for capital projects, as opposed to operations.

Capital Improvement Plan (CIP) - A schedule of planned capital projects and their costs, for three or more years.

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

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

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

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

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

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

Division - An organizational unit with a distinct budget.

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

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

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

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

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

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

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

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

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

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

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

GFOA – Government Finance Officers Association.

GIS - Geographic information system, a computerized mapping program.

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

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

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

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

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

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

Mission – Defines the primary purpose of the City.

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

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

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

Ordinance – A formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it 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.

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

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

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

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

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

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

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

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

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

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

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

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

SPOA - Sherwood Police Officers' Association union.

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

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

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

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

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

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

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

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

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

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

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

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

City of Sherwood, Oregon Urban Renewal District

22560 SW Pine Street
Sherwood, OR 97140

Adopted Budget

2012-2013



Budget Committee

Board of Directors

Board Chair
Board President
Board Member
Board Member
Board Member
Board Member
Board Member

Keith Mays
Dave Grant
Bill Butterfield
Krisanna Clark
Robyn Folsom
Linda Henderson
Matt Langer

Citizens

Chair
Vice Chair
Citizen Member
Citizen Member
Citizen Member
Citizen Member
Citizen Member

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

District Administrator, Pro Tem
Finance Director/Budget Officer

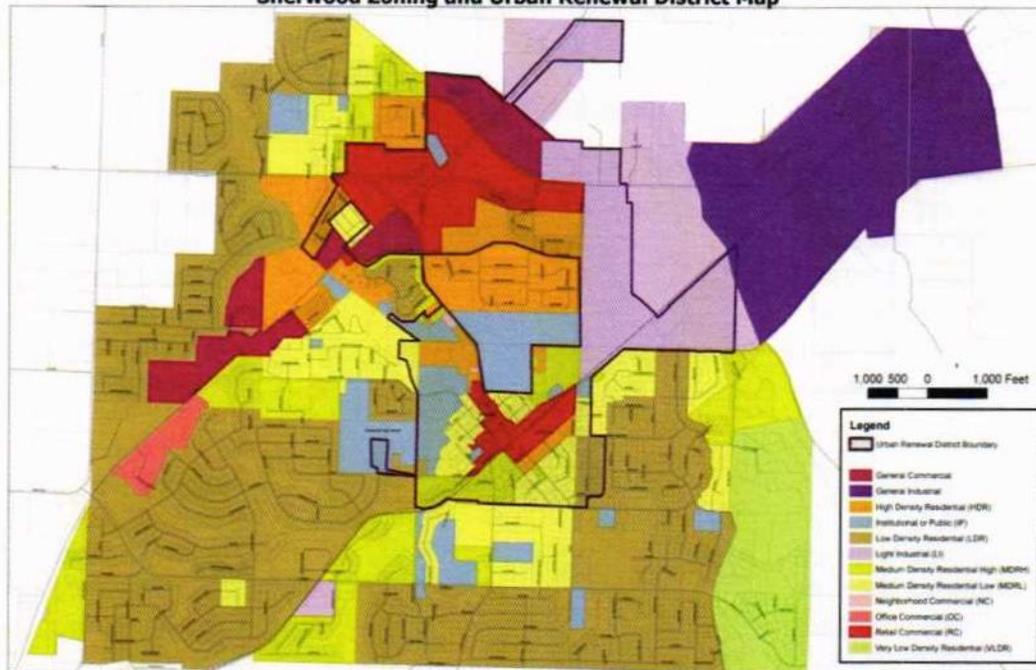
Tom Pessemier
Craig Gibons

www.ci.sherwood.or.us

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Sherwood Zoning and Urban Renewal District Map



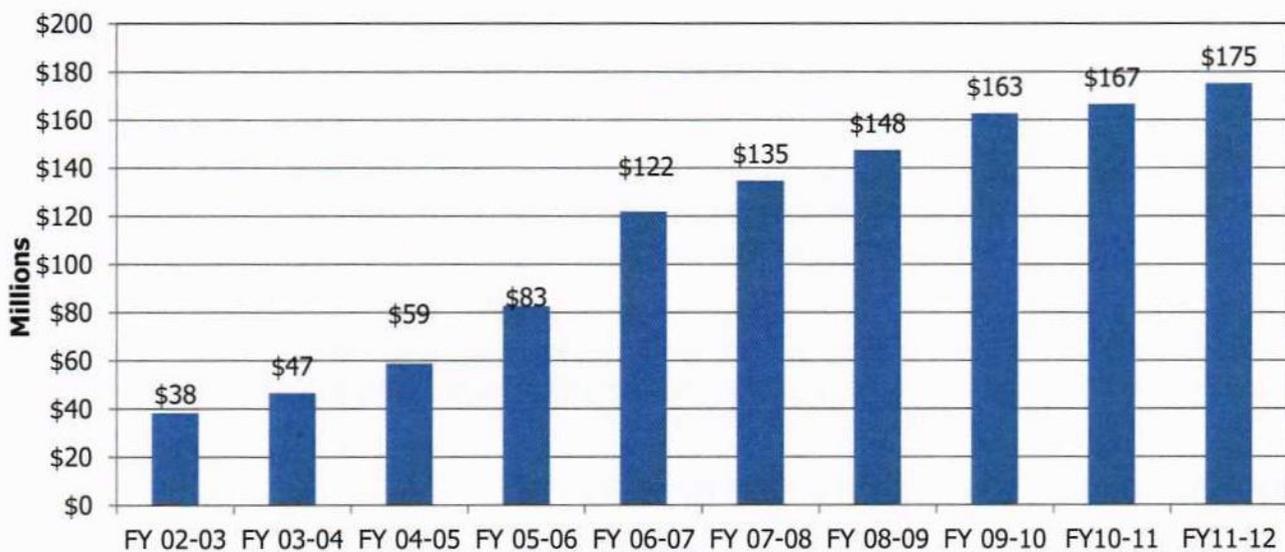
About the District

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

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

Urban Renewal Tax Collections are not an additional tax, and do not take revenue away from other taxing districts. Urban Renewal Tax Collections are used to initiate development that would not be financially feasible without infrastructure improvements made possible by urban renewal financing.

Urban Renewal District Incremental Assessed Value



Budget Message

It is my privilege to provide you, the citizens of the City of Sherwood, with my proposed Urban Renewal Agency budget for Fiscal Year 2013 (FY13), the fiscal year that begins on July 1, 2012.

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

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

In February of 2012, the Agency's spending limit was increased when the Sherwood City Council adopted Ordinance 2012-005. This Ordinance authorized a \$9 million increase in the Agency's Maximum Indebtedness. This increase will allow the Agency to continue operations and to complete some high priority projects in the near future.

The FY13 Proposed Budget

The FY 13 Operations Fund budget is a status quo budget. Economic development activities such as support for Old Town Sherwood and City involvement in regional economic development partnerships are budgeted to continue. Debt service payments account for the majority of the expenditures in this fund.

The FY13 Capital Projects Fund includes appropriations to complete the conversion of the Machine Works Building into the Sherwood Community Center and to begin the Downtown Streetscapes Phase II project. Funding for these projects will come from tax increment revenue and loans.

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

2012-2013 Goals, Strategies, Values and Activities

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

Strategies:

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

Activities

- Coordinate Cannery and Community Center Redevelopment
- Promote Sherwood through Business Oregon, Regional Partners, and OEDA involvement
- Promote Oregon Prospector listing of commercial and industrial sites
- Assist with BOOTS efforts in the implementation of the Old Town Marketing Plan
- Strategize with PCC and the Chamber to provide additional business training

Performance Measures

- Complete Cannery Project streets, infrastructure, Plaza, and Community Center construction
- Track number of recruitment proposals
- Track business retention visits
- Track number of properties listed
- Increase in number of businesses in Old Town
- Hold additional Small Business Workshops in the Fall and Spring

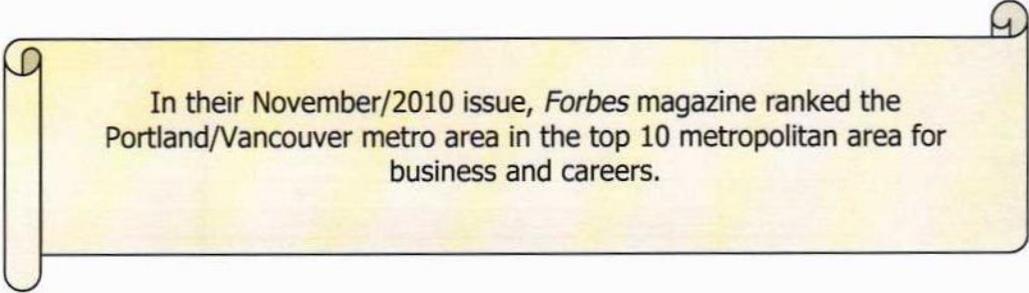
Develop the infrastructure and services necessary to support economic development in Sherwood.

Activities

- Implement an infrastructure Financing Plan for the Urban Renewal District
- Develop URA Plan expansion options to include new employment lands

Performance Measures

- Financing plan complete
- URA plan options complete and ready for consideration
- Increase in assessed value of properties in the district



In their November/2010 issue, *Forbes* magazine ranked the Portland/Vancouver metro area in the top 10 metropolitan area for business and careers.

URBAN RENEWAL DISTRICT

OPERATIONS BUDGET

Urban Renewal Operations Budget

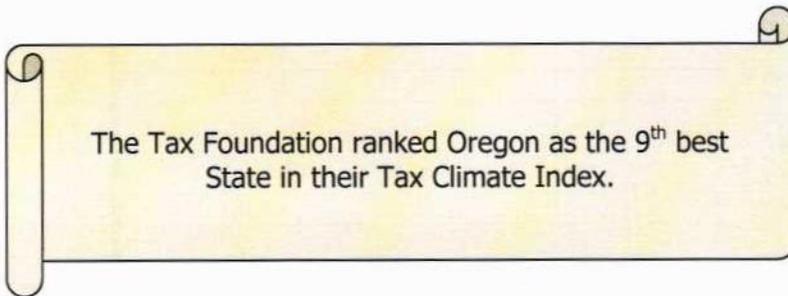
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Proposed	2012-13 Approved	2012-13 Adopted
SOURCES							
Beginning fund balance *	\$ 2,792,650	\$ 1,810,913	\$ 2,865,240	\$ 2,212,552	\$ 2,223,204	\$ 2,223,204	\$ 2,223,204
Revenue							
Taxes	3,019,360	3,099,858	3,292,012	3,224,500	3,313,500	3,313,500	3,313,500
Charges for services	42,081	54,677	-	-	-	-	-
Fines, interest and other	45,825	40,049	36,000	36,000	12,000	12,000	12,000
Total revenue	3,107,267	3,194,584	3,328,012	3,260,500	3,325,500	3,325,500	3,325,500
Other sources							
Transfers in	-	2,396,030	-	-	-	-	-
Issuance of long-term debt	1,000,000	1,812,916	-	-	-	-	-
Total other sources	1,000,000	4,208,946	-	-	-	-	-
Total sources	6,899,916	9,214,443	6,193,252	5,473,052	5,548,704	5,548,704	5,548,704
USES							
Expenditures							
Personal services							
Salaries and wages	116,886	102,690	87,514	68,751	17,914	17,914	17,914
Payroll taxes	9,866	8,740	6,002	6,021	1,588	1,588	1,588
Benefits	35,828	29,768	26,484	17,376	7,484	7,484	7,484
Total personal services	162,580	141,197	120,000	92,148	26,986	26,986	26,986
Materials and services							
Professional & technical	399,373	153,439	52,000	52,000	38,000	38,000	38,000
Facility and equipment	6,807	6,412	6,500	6,500	10,000	10,000	10,000
Other purchased services	18,708	10,615	16,596	10,594	7,218	7,218	7,218
Supplies	2,576	66	-	-	-	-	-
Community activities	27,464	33,097	1,200	-	14,400	14,400	14,400
Other materials & services	83,347	77,796	78,273	68,820	35,943	35,943	35,943
Total materials & services	538,275	281,426	154,569	137,914	105,561	105,561	105,561
Capital outlay							
Land	577,299	-	-	-	-	-	-
Infrastructure	2,172,072	2,981,086	42,000	-	-	-	-
Total capital outlay	2,749,370	2,981,086	42,000	-	-	-	-
Debt service							
Principal	911,016	1,185,935	2,093,342	1,840,334	874,283	874,283	874,283
Interest	723,198	902,704	863,915	839,452	775,752	775,752	775,752
Issuance costs	-	3,700	-	-	-	-	-
Total debt service	1,634,213	2,092,339	2,957,257	2,679,786	1,650,035	1,650,035	1,650,035
Total expenditures	5,084,438	5,496,048	3,273,826	2,909,848	1,782,582	1,782,582	1,782,582
Other uses							
Transfers out	-	-	330,000	340,000	-	-	-
Ending Fund Balance	1,815,478	3,718,395	-	-	-	-	-
Contingency	-	-	2,589,426	2,223,204	3,766,122	3,766,122	3,766,122
Total uses	6,899,916	9,214,443	6,193,252	5,473,052	5,548,704	5,548,704	5,548,704

Urban Renewal Capital Projects

Community Center Building Development: Another element of the Cannery Square project is the redevelopment of the Product Manufacturing building which was once the Portland Cannery Company warehouse. This is the only building remaining of a once major industry in Sherwood. It will be redeveloped into retail and community center space already approved by the City Council. Funding has already been accessed through an \$8.5 million loan from the State of Oregon Infrastructure Finance Authority. The project is expected to be completed by late summer of 2012.

Maintenance of the building and grounds will be performed by the Public Works department.

Prior to fiscal year 2011-12 there was only one fund for all Urban Renewal activity. In fiscal year 2011-12 the fund was split into two funds, one for operations and one for capital projects.



The Tax Foundation ranked Oregon as the 9th best State in their Tax Climate Index.

Urban Renewal Capital Budget

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Proposed	2012-13 Approved	2012-13 Adopted
SOURCES							
Beginning fund balance *	\$ -	\$ -	\$ -	\$ 1,505,843	\$ 1,702,747	\$ 1,702,747	\$ 1,702,747
Revenue							
Intergovernmental	-	-	42,000	-	-	-	-
Fines, interest and other	-	-	-	34,492	-	-	-
Total revenue	-	-	42,000	34,492	-	-	-
Other sources							
Transfers in	-	-	-	340,000	-	-	-
Issuance of long-term debt	-	-	3,967,941	2,840,412	5,846,672	5,846,672	5,846,672
Total other sources	-	-	3,967,941	3,180,412	5,846,672	5,846,672	5,846,672
Total sources	-	-	4,009,941	4,720,747	7,549,419	7,549,419	7,549,419
USES							
Expenditures							
Personal services							
Salaries and wages	-	-	44,544	41,989	81,942	81,942	81,942
Payroll taxes	-	-	3,973	3,685	7,376	7,376	7,376
Benefits	-	-	16,668	10,537	26,238	26,238	26,238
Total personal services	-	-	65,185	56,211	115,556	115,556	115,556
Materials and services							
Other purchased services	-	-	456	426	768	768	768
Other materials & services	-	-	50,517	43,038	55,935	55,935	55,935
Total materials & services	-	-	50,973	43,464	56,703	56,703	56,703
Capital outlay							
Land	-	-	350,000	-	250,000	250,000	250,000
Infrastructure	-	-	3,543,783	2,568,325	4,708,449	4,708,449	4,708,449
Total capital outlay	-	-	3,893,783	2,568,325	4,958,449	4,958,449	4,958,449
Debt service							
Total debt service	-	-	-	-	-	-	-
Total expenditures	-	-	4,009,941	2,668,000	5,130,708	5,130,708	5,130,708
Other uses							
Transfers out	-	-	-	350,000	2,269,126	2,269,126	2,269,126
Ending Fund Balance	-	-	-	-	-	-	-
Contingency	-	-	-	1,702,747	149,585	149,585	149,585
Total uses	-	-	4,009,941	4,720,747	7,549,419	7,549,419	7,549,419

In FY 2010 statewide collection of tax increment for investment by Urban Renewal Districts was over \$212 million.

Debt Service Expenditures to Maturity

City Loans for Sherwood Urban Renewal Agency Projects

	2003 OECD	2006 Downtown Streets	2006 Downtown Streets	2010 Streets & Cannery	2010 Cannery	Total Debt on behalf of URA
Original Amount	\$ 5,845,708	\$ 1,800,000	\$ 6,400,000	\$ 7,065,000	\$ 8,500,000	29,610,708
Balance at 6/30/12	4,254,561	1,376,005	5,538,077	6,820,000	1,812,916	19,801,559
Payment Source						
Paying Fund			URA property taxes			
Year Ending June 30			Urban Renewal Agency			
2013	435,853	175,416	485,419	553,345	650,000	2,300,033
2014	437,879	175,398	481,619	551,360	650,000	2,296,256
2015	434,138	175,396	482,619	553,865	650,000	2,296,018
2016	434,738	175,386	483,219	555,605	650,000	2,298,948
2017	434,938	175,396	483,419	551,580	650,000	2,295,333
2018	434,483	175,395	483,220	552,045	650,000	2,295,143
2019	438,353	175,386	482,619	551,745	650,000	2,298,103
2020	436,313	175,397	481,619	555,680	650,000	2,299,009
2021	438,553	175,398	484,863	553,595	650,000	2,302,409
2022	434,828	43,849	482,263	555,768	650,000	2,166,708
2023	435,496	-	484,088	553,563	650,000	2,123,147
2024	435,234	-	485,276	550,660	650,000	2,121,170
2025	-	-	480,656	552,060	650,000	1,682,716
2026	-	-	485,343	552,530	650,000	1,687,873
2027	-	-	484,156	552,070	650,000	1,686,226
2028	-	-	-	555,680	650,000	1,205,680
2029	-	-	-	553,128	650,000	1,203,128
2030	-	-	-	554,645	650,000	1,204,645
2031	-	-	-	-	650,000	650,000
2032	-	-	-	-	650,000	650,000
2033	-	-	-	-	-	0
2034	-	-	-	-	-	0
2035	-	-	-	-	-	0
2036	-	-	-	-	-	0
2037	-	-	-	-	-	0
	\$ 5,230,806	\$ 1,622,417	\$ 7,250,398	\$ 9,958,924	\$ 13,000,000	\$ 37,062,545

