



STRATEGIC PLAN

YEAR-END REPORT FY23-24

August 2024

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GRESHAM'S STRATEGIC PLAN

What is a strategic plan?

Gresham's strategic plan is a foundational document created in partnership with the community that defines what we want the city to become, what we will focus on to achieve that vision, and what we will measure to evaluate our progress. Gresham's plan helps guide City decision-making and is aligned with the City's annual budget process to drive progress.

Why create a strategic plan?

The benefits of building and implementing our strategic plan include:

- A **vision** shared by community members, elected leadership, and City staff.
- **Focus** that ensures resources and attention are deployed where it counts.
- **Accountability and transparency** for community members who expect results.
- **Progress** on the strategic priorities that matter most to the community.

Elements of Gresham's 3-year Strategic Plan

Based on community input, the plan identifies the City's purpose (our mission), a shared idea of the future (our vision), and expectations for City decision-making and service delivery (guiding principles).

- **Mission:** To foster a safe, thriving, and welcoming community for all.
- **Vision:** Gresham is a vibrant, inclusive, and resilient community where everyone can share in economic prosperity, enjoy connection and belonging, and live a high-quality life.
- **Guiding Principles:** See right, outer circle.



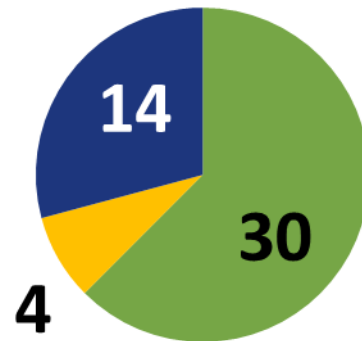
Five **strategic priorities** (above, center circle) serve as focus areas for the City's work. Each priority has an associated goal, objectives, and success measures.

YEAR 2 PROGRESS

Each fiscal year, staff build an Action Plan that details the specific actions we will take to drive progress toward Strategic Plan goals. Our Year 2 Action Plan contains 48 actions.

Status of Year 2 Actions

At the year-end of Fiscal Year 2023-2024, staff had completed 30 of the 48 actions and 14 are on track. To balance workloads with staff capacity, four actions are intentionally delayed. See the charts below for action status by Strategic Priority.



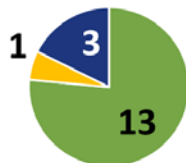
■ Complete ■ Delayed ■ On-Track

Financial Sustainability



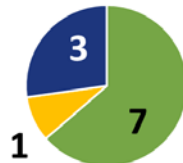
■ Complete

Community Safety



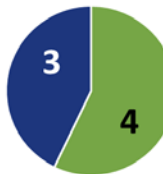
■ Complete ■ Delayed ■ On-Track

Thriving Economy



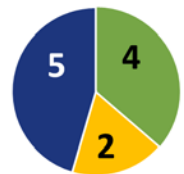
■ Complete ■ Delayed ■ On-Track

Housing For All



■ Complete ■ On-Track

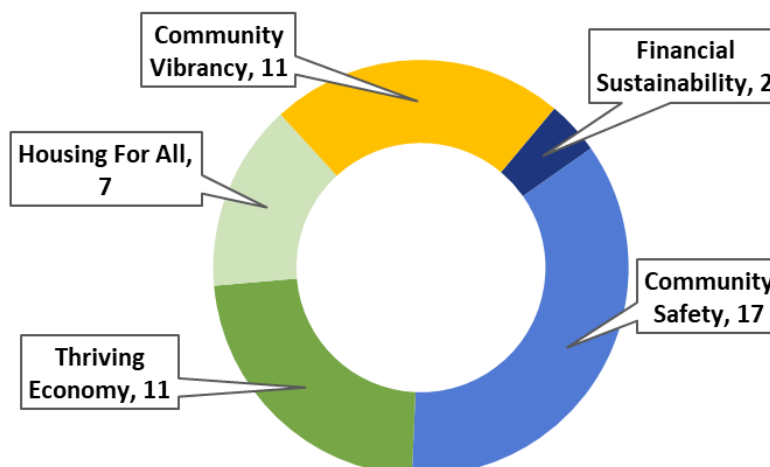
Community Vibrancy



■ Complete ■ Delayed ■ On-Track

Number of Actions Supporting each Strategic Priority

48 Action Items - Implementation Year 2: FY 2023-2024



FINANCIAL SUSTAINABILITY

Strategic Priority Financial Sustainability (FS)

Goal: Gresham's different revenue sources provide the City organization with a fair and stable financial foundation that adapts to change and challenges. This is to deliver consistent and new services to support the community's needs and desires now and into the future.

Strategic Objective FS-A

Implement a Financial Road Map that supports budget needs long term, responsible care of City resources, and the vision and goals of the Strategic Plan.

Action / Update		Status
FS-A1	FS-A1: Continue execution of Step 1 of the Financial Road Map as directed by Council, including fees, a voter-approved operating levy, and revised contracts for Gresham's provision of Fire services in Troutdale, Wood Village and Fairview.	Complete
	Gresham voters approved the May Safety Levy, and Council voted to approve the \$15 Police, Fire and Parks fee. This marks the completion of Step One of the City's Financial Road Map. Staff are working on long-term funding efforts including the launch of Fire services contract negotiations, as well as engaging with a consultant to evaluate the financial feasibility of a fire district. Staff will return to Council in the fall to evaluate Step 2 of the Financial Road Map.	

Strategic Objective FS-B

Put in place a plan to share more financial information with the community. Celebrate City accomplishments while communicating the costs to keep basic services.

Action / Update		Status
FS-B1	FS-B1: Explore and implement new tools and methods to continue improving the City's financial transparency and build budget awareness, engagement, and literacy for staff and community.	Complete
	Gresham residents were educated on the City's financial situation throughout the Safety Levy campaign. A key focus in the coming year will be transparency and accountabilities related to levy expenditures and identified ballot outcomes.	

COMMUNITY SAFETY

Strategic Priority Community Safety (CS)

Goal: Gresham is a safe and resilient place. The City works to reduce risk, harm and violence and meet the community's needs. And, in partnership with the public, produces solutions around crime prevention and intervention.

Strategic Objective CS-A

Explore creative ways to supply community safety that maintain core service levels, adapt to community needs, and public safety best practices.



Action / Update

Status

CS-A1	CS-A1: Formally launch the Police Community Safety Specialist (CSS) program to support community members calling to report crime, assist with investigations, and respond to low-level issues.	Complete
	The Police Department is finding great success with the launch of the Police Community Specialist (CSS) program. They assist with crime reporting, provide investigative support, and respond to low-level livability issues in support of the community. Currently, there are two full-time CSS employees; with the passage of the Gresham Safety Levy, recruitment has begun for an additional four positions.	
CS-A2	CS-A2: Offset Police staffing shortages and response challenges by strategically placing overt cameras in areas of high crime, using drones to respond first and gather information as Police are on the way, and leveraging the new police transparency dashboard to identify trends and solutions.	On track
	Through collaboration with DES, over half of the cameras are installed, and teams are working diligently to map and install remaining cameras, which have proven to be invaluable to investigations and for providing real time information during emergencies.	
CS-A3	CS-A3: Re-establish a full-time Police Public Information Officer and deploy as available to assist with school-related threat assessment as well as gun and youth violence prevention.	Complete
	While current staffing does not allow for full-time appointment of the Police Public Information Officer (PIO), we have been filling the position with a light-duty officer. The Police Department has also brought on a Police Communication Specialist in collaboration with the City Communications Team.	

Action / Update (continued)		Status
CS-A4	CS-A4: Improve Police response to illegal drug activity and related livability issues in Gresham by re-establishing the relationship with Multnomah County Sheriff's Office Special Investigation Unit and assigning one Gresham staff member to the team.	Complete
	The Police Department reassigned an officer to the Multnomah County Sheriff's Office Special Investigations Team (SIU) to address criminal activity associated to illegal drug trafficking and improve the City's efforts to connect community members to behavioral health services.	
CS-A5	CS-A5: Improve Fire service and employee health by filling current vacancies within the FY23-24 budget and beginning a Fire Academy in Sept. 2023, providing relief from mandatory overtime, reducing burnout, and supporting firefighter retention.	Complete
	The Fire Department hired seven new Firefighters in September 2023. With the passage of the Gresham Safety Levy, recruitment has begun for an additional 13 Fire positions, as well as three positions to reduce mandatory overtime.	

Strategic Objective CS-B

Develop a public safety relationship with the community to build rapport and trust.

Action / Update		Status
CS-B1	CS-B1: Assign Police staff to actively participate in the City's East Metro Community Safety Collaborative (a group of local agencies, organizations and community members facilitated by State Representative Ricki Ruiz) to find solutions that move us toward to a safe Gresham and East County.	Complete
	This group met a couple of times but is not active at this time. Gresham Police did participate in the initial meetings and stands ready to participate in future meetings. The Police Department will continue to seek opportunities to connect and engage with the community.	
CS-B2	CS-B2. Launch and coordinate the 2023 Police Chief's Advisory Group, a recommendation of the third-party Police Organizational Assessment, to promote two-way communication and build trust between the community and Police Department.	Complete
	The Police Chief's Advisory Group held its first meeting in February 2024. While scheduling has been difficult given the make-up of this busy group, excitement remains for the opportunity to provide a community lens and voice to developing public safety policy and best practice.	



Fire station open house, April

Action / Update (continued)		Status
CS-B3	CS-B3: Pilot a small “Community Police Academy”, wherein community members undergo a scaled-down training academy and gain a firsthand understanding of Police Officer education and job duties	Delayed
	While the community academy has been put on hold due to staffing and funding, the Police Department has successfully launched a community education series to provide information about crime prevention and inform the community about the work we do. This new program will be branded Police and Community Together or PACT, and we have planned several educational programs throughout 24/25.	
CS-B4	CS-B4: Maintain Fire Department accessibility to the public by regularly participating in community events such as the Spirit of Gresham tree lighting and Teddy Bear Parade and by staffing first aid stations at the Gresham Arts Festival, Lilac Run, and other events.	Complete
	The Fire Department continues to participate in community events, Play Ball and Festival of the Arts.	
CS-B5	CS-B5: Keep the community apprised of Fire Department activity by rebooting and redeploying the Fire Department Public Information Officer Group, assigned to the Life Safety Division.	On Track
	The Fire Department has maintained a social media presence. Additional resources and will be needed to expand further; leadership is exploring what options might be possible.	
CS-B6	CS-B6: Explore creative ways to use the Gresham Public Safety Building to enhance community interaction and connection with Police and Fire.	Complete
	Gresham Police and Gresham Fire have collaborated with the Community Engagement team to provide story time opportunities for youth and families through the winter and spring at the Public Safety Building as well as at various fire stations.	

Strategic Objective CS-C

Improve livability and increase the community’s sense of safety and security.

Action / Update		Status
CS-C1	CS-C1: Address retail and auto theft crimes through Gresham Police Department participation in regional joint task forces.	Complete
	Throughout 2023, the Police Department led or participated in multiple public safety missions to address retail and auto theft with great success, as we are seeing some decline in crime stats. Police Officer Still held a loss prevention town hall discussion with local retailers, loss prevention professionals, and the District Attorney's Office to improve investigative and prosecution work. In addition, Gresham Police is now a member of the Multnomah County task forces on retail and auto theft and provides space and opportunity for the Deputy District Attorneys to work from Gresham facilities, resulting in more collaboration opportunities.	

Strategic Objective CS-D

Enhance safety around the city's streets, parks, neighborhoods, and transportation networks. Use crime prevention design to reduce harm and improve safety for all.

Action / Update		Status
CS-D1	CS-D1: Organize community clean-up events, coordinate neighborhood block parties in response to community needs, and implement year-round events and activities that directly support Youth Violence Prevention program goals.	Complete
	Youth Services will host two community cleanup events in August, focusing on the Rockwood area, with the second event incorporating a back-to-school theme. Additionally, we will continue partnering with local organizations to identify further cleanup locations. Youth Services will also host the third installment of the Yamhill Block Party to provide additional resources and services to the Rockwood community.	
CS-D2	CS-D2: Create a tracking system for capturing the number of hours Police personnel are engaged in the community (for example, reading at schools, showing up at events, spending time with a business owner, etc.) to better understand and articulate the PD's engagement levels in the community.	Complete
	GPD staff completed more than 882 hours of community services from July 2023 to June 2024.	
CS-D3	CS-D3. Provide as much fire prevention and safety education in FY23-24 as possible with current Fire Department staffing levels, incorporating successful engagement models like Station Story Time.	Complete
	Participation was increased this year. Improvement is anticipated with additional positions in the Life Safety Division in FY 24/25.	

Strategic Objective CS-E

Strengthen the City's ability to withstand natural disasters and deal with climate change and water resources. Develop and carry out plans to respond to and recover from future threats and challenges.



Climate Action Plan outreach

Action / Update		Status
CS-E1	CS-E1: Develop a plan to identify and mitigate the effects of extreme summertime heat, while also finding ways to help Gresham's most vulnerable community members through these events; Leverage existing resources such as the City's Climate Action Plan and regional disaster management planning to complete the plan.	On Track
	The City is under contract with CAPA Strategies to develop the heat strategic plan, and work has begun.	
CS-E2	CS-E2: Conduct Climate Action Plan (CAP) community engagement, update the draft Climate Action Plan with feedback and present final Plan to Council for adoption.	Complete
	Council approved the City of Gresham Climate Action Plan on April 16, 2024. Specific actions have been identified for implementation, and work has begun.	

THRIVING ECONOMY

Strategic Priority: Thriving Economy (TE)

Goal: Gresham creates greater opportunities for economic well-being and shared wealth for all.

Strategic Objective TE-A

Promote economic growth by supporting business owners, creating partnerships, and developing a strong local workforce.

Action / Update		Status
TE-A1	TE-A: 1. Develop and implement a replicable partnership model that connects school districts with industry partners to provide regular career exposure to Gresham youth.	Complete
	The City's Economic Development and Youth Services teams collaborated with Centennial High School to offer a Manufacturing Day experience for youth in Oct. 2023, building the groundwork for ongoing connection and career learning. The event bridged the gap between youth and the manufacturing industry, providing youth to foster connections with industry professionals.	

Strategic Objective TE-B

Develop creative ways to keep existing businesses and recruit new ones with a focus on the diversity of business owners.

Action / Update		Status
TE-B1	TE-B1: Develop and host a Quarterly Workforce Development Workshop series targeted at traded-sector companies to help them access non-traditional hiring resources and identify a diversity of candidates for Gresham jobs.	Complete
	Future traded sector workforce development workshops are planned for the fall. These workshops will focus on connecting the City's traded sector employers with local workforce development resources for hiring Gresham and East Multnomah County residents.	
TE-B2	TE-B2: Develop and deploy a survey so that Gresham community members can identify the specific types of commercial/retail businesses they need and want; based on the results, develop strategies to recruit these business types	Complete
	To better coordinate citywide community engagement efforts, this action is going to be addressed in FY 24/25 through development of a retail recruitment strategy.	
TE-B3	TE-B3: Complete a revised comprehensive Economic Development Plan to clarify and refine recruitment and retention strategies for all primary economic sectors (industrial, commercial, mixed use and small business/retail).	Complete
	The economic development strategy was presented to City Council earlier in the year. The strategy for economic development activities for small business, retail commercial and traded sector is currently in the implementation phase.	

Strategic Objective TE-C

Use data, research, and engagement to better understand the needs of Gresham's diverse business community. Provide culturally relevant resources. Celebrate and enhance the cultural richness of our business community.

Action / Update		Status
TE-C1	TE-C1: Survey small and retail/commercial businesses, including culturally specific chamber members, to learn about their needs; develop and implement tailored supports and culturally specific resources to help Gresham businesses thrive.	Complete
	The survey was completed. Staff has implemented suggestions from survey responses into our service delivery strategies.	
TE-C2	TE-C2: Create and host a "How to do business with the City" seminar targeted to culturally specific Chamber organizations to support increased engagement with the City.	Complete
	Staff is actively engaging with culturally specific chambers. Staff has attended multiple chamber events as well as coordinated multiple one on one meetings. This has now transitioned to ongoing work.	

Strategic Objective TE-D

Lay the groundwork for economic opportunity and mobility for all by prioritizing long-term planning to support future development.

Action / Update		Status
TE-D1	TE-D1: Conduct analysis of future opportunities in the Springwater area using Metro 2040 grant funds, if successful in grant application.	On Track
	The grant has been awarded, and a work plan is being implemented in the fall of 2024.	
TE-D2	TE-D2: Analyze and identify future commercial opportunities in Pleasant Valley to support long-term community vitality.	On Track
	Planning's Pleasant Valley District Update Project should be complete by the end of the calendar year. A market study and analysis of the commercial and town center zoning have been big aspects of the project. Staff anticipate some suggested changes to those zoned areas within Pleasant Valley at the conclusion of the project.	



Action / Update (continued)		Status
TE-D3	TE-D3: Identify development code changes that support future development trends to keep Gresham ahead of the curve with flexible uses/zoning.	On Track
	The Development Code Process Update is currently underway. Staff are analyzing potential barriers within Gresham's code and will continue this work throughout next year.	
TE-D4	TE-D4: Complete the 2029 Community Investment Framework Plan, which will identify future project opportunities for investment in the Rockwood-West Gresham Urban Renewal Area.	Complete
	Staff provided a Commission update at a January 2024 meeting and are now incorporating the recommended framework into the budget development process. For this year, it includes a new Capital Improvement Plan (CIP) project for Fire Station 74 design work.	

Strategic Objective TE-E

Develop and start an equitable poverty reduction and prevention plan to address the root causes of poverty and improve overall community wealth.

Action / Update		Status
TE-E1	TE-E1: With grant funds and community partners, complete a Social and Economic Mobility Plan for Gresham.	Delayed
	This fall, the City completed its initial data scan of Gresham's social and economic mobility drivers and potential strategies including improved access to preschool, more jobs that pay living wages, and better transportation access. The project is currently delayed due to staff transitions.	



School's Out for Summer free event, June 2024

HOUSING FOR ALL

Strategic Priority Housing for All (HA)

Everyone in Gresham can live in a secure and reliable place they call home, and no one experiences housing uncertainty. All Gresham community members can access housing that meets their changing needs and wants.

Strategic Objective HA-A

Provide resources to those experiencing homelessness or housing insecurity through collaboration and partnership with other government agencies, nonprofits, and the private sector.

Action / Update		Status
HA-A1	HA-A1: Enhance intergovernmental relationships with Multnomah County and State agencies involved in housing and homelessness to ensure the Gresham is involved in and aware of any services being added in the Gresham community.	Complete
	Staff are actively involved in regional collaborative efforts on homelessness including the Homelessness Response Action Plan (HRAP), Multnomah County Multi-Agency Collaborative (MAC), the Supportive Housing Services (SHS) Advisory Committee, and the Continuum of Care (COC) Board as well as monthly meetings with the East County Cities/the Joint Office of Homeless Services (JOHS)/Commissioner Stegmann's Office. Through these efforts, the City stays apprised of homeless services programs and opportunities regionally, as well as in Gresham specifically.	
HA-A2	HA-A2: Implement the first year of the City's new annual rent assistance funding from Multnomah County Joint Office of Homeless Services. Document success stories and impact to Homeless Services clients to share with the public.	Complete
	The Homeless Services team has successfully implemented three new funding types this fiscal year (rapid rehousing funds from JOHS, additional one time only funds from JOHS, and Oregon All In funds from the State of Oregon) to permanently house 70+ households with 3-12 months of rent assistance.	
HA-A3	HA-A3: Conduct outreach to Gresham's business community and community-based organizations to request collaboration on the hiring and training of homeless services clients who are ready for work.	Complete
	The City successfully built relationships with local industrial companies and continues to do work with other local businesses to connect clients experiencing homelessness with meaningful work to support their path to self-sufficiency and stability.	

Strategic Objective HA-B

Promote and support housing development that is affordable to the Gresham community across all housing types.

Action / Update		Status
HA-B1	HA-B1: Fund multiple affordable rental and homeownership projects within Gresham via the annual Metro Affordable Housing Bond funding and HOME funding processes.	On Track
	Gresham is working toward final contracting and payment for two homeownership projects funded by the Metro Housing Bond. Those projects will likely close in FY 24-25. There is one affordable rental project to be funded with Bond funds that likely won't close until 2025 but has preliminary Council endorsement. HOME funds have been dedicated to another 39-unit affordable rental project that probably won't close until 2025.	
HA-B2	HA-B2: Complete Housing Production Strategy year 1 implementation action items, with a focus on evaluating recommendations to support housing development, providing rent assistance funding for people experiencing homelessness (and expanding the number of people served as funding allows), and launching regulatory improvement projects.	On Track
	Gresham has made progress on each of the areas identified in the year one implementation of the Housing Production Strategy. Gresham is taking steps to create a new TIF district encompassing the downtown and civic areas. Planning received two grants to help inform the development code update project, which will have a focus on housing development to reduce time and complexity for both the city and developers. Work on code updates and a potential new TIF district will extend into next year. Gresham's homeless services team is actively administering rent assistance and was successful in garnering additional rent assistance funding from the state and County to expand the program.	
HA-B3	HA-B3: Evaluate and update development policies for Pleasant Valley to support the plan district vision of a complete community with a wide variety of housing types and sizes.	On Track
	The housing-related portion of the project has leaped ahead in the last quarter. Staff completed a series of focus groups with project stakeholders and developed new code concepts to support greater housing variety in new subdivisions. The project team also drafted potential changes to land use districts that will support the community's vision for the area and address barriers to development. Staff will continue to refine these over the next quarter and hold workshops with the Planning Commission and City Council.	

Strategic Objective HA-C

Serve as a community partner to support housing stability by providing access to tools and resources.

Action / Update		Status
HA-C1	HA-C1: Advocate to intergovernmental and/or nonprofit partners to ensure reliable access to rent assistance funds for housing insecure members of the Gresham community.	Complete
	The City's Housing Resources Coordinator is continuing referrals to Bienestar de la Familia--as of today, 180 referrals since July 2023. We are exploring new referral partners for Gresham community members. One of our community partners, El Progamma Hispano Catolico, has limited funding and our other partner, Our Just Future, has limited capacity.	



COMMUNITY VIBRANCY

Strategic Priority Community Vibrancy (CV)

Community members and visitors come and find a wide choice of activities and opportunities to enjoy recreation and nature. We celebrate Gresham's many cultures and vibrant neighborhoods. Community events bring us together and build a shared sense of belonging.

Strategic Objective CV-A

Support and host community events that nurture community pride, celebrate diversity, and build Gresham's reputation as a destination city.

Action / Update		Status
CV-A1	CV-A1: Leverage the scan of community events completed in Year 1 to identify gaps and pursue external funding support for City-led events; focus on re-establishing the Rock the Block event.	Delayed
	Rock the Block is scheduled for Aug. 23-24. Pursuit of additional funding support has been delayed due to leadership transition.	
CV-A2	CV-A2: Encourage more high-quality, community-led neighborhood events by developing an event coordination capacity-building training and offering additional grant funding opportunities as funding allows.	Delayed
	This work was delayed due to Community Engagement taking on the neighborhood association program as well as leadership transitions.	



Gresham Youth Services program hosts a free Play Ball baseball clinic for kids.

Strategic Objective CV-B

Support and increase a mix of recreational, arts, and cultural programming for youth and adults to foster community well-being for everyone.

Action / Update		Status
CV-B1	CV-B1: Initiate the Parks System Master Plan update that will help identify and prioritize new opportunities for enhancing park spaces.	On Track
	Public outreach efforts are on-going. An ad-hoc Gresham Parks 2035 Task Force met on 4/30/2024. Two targeted focus group meetings are complete. Additional outreach efforts are scheduled for summer 2024.	
CV-B2	CV-B2: Explore development of a mural policy to support community-building, culturally specific art, and graffiti prevention.	Complete
	Policy may be limiting, and City chooses not to pursue. Going forward, the City will focus on graffiti prevention and mural-related community projects.	



Strategic Objective CV-C

Promote connection for community members, both social and physical, to meet everyone's needs regardless of physical ability, language, digital access, etc.

Action / Update		Status
CV-C1	CV-C1: Re-examine and improve the Neighborhood Association program to increase community involvement and build stronger neighborhood and community connections.	On track
	Initial work is beginning to clarify administrative procedures, with the goal of bringing those to the Coalition later this year.	
CV-C2	CV-C2: Advocate for additional mental and behavioral health resources for Gresham at the county, state, and federal levels.	Complete
	The City successfully secured a grant to cover the cost of two clinicians, who are paired with trained Gresham Police Officers to respond to residents in need of mental or behavioral health support.	

Strategic Objective CV-D

Prioritize long-range planning that supports designing and building quality community gathering spaces, public or private. Create welcoming and inclusive environments with amenities for all.

Action / Update		Status
CV-D1	CV-D1: Initiate comprehensive update of Gresham's tree code and evaluate mechanisms to increase tree canopy and public understanding of the benefits of trees and the value of the tree code. This will include the creation of a technical tree manual, evaluation of street trees, and evaluation of the tree removal permit process.	On Track
	Staff are refining the approach to this project. Work is expected to be complete summer 2025.	
CV-D2	CV-D2: Participate in the National League of Cities' Mayor's Institute on Health and Equity in the Built Environment. Establish partnerships with community-based organizations and residents to co-create a community-driven roadmap for amenities along the Wy'East Way Path that both reflect the cultural diversity of our community and result in improved recreation and social connection.	On Track
	Community Engagement events are being planned for the summer.	



Strategic Objective CV-E

Maintain the quality of Gresham's natural resources and increase public access to parks and natural areas for recreation and enjoyment.

Action / Update		Status
CV-E1	CV-E1: Complete the design and permitting for Gradin Community Sports Park and initiate construction in summer 2024, while seeking additional funds to enhance the project scope.	Complete
	Construction contract has been awarded (~\$7.6 million). This is by far the largest parks project in City history. The groundbreaking ceremony was held on 6/4/2024.	
CV-E2	CV-E2: Complete design and permitting for grant-funded park improvements at Rockwood Central and other Gresham parks; complete construction in summer 2024.	On Track
	Design is 90% complete. We expect to advertise for construction bids in summer 2024.	
CV-E3	CV-E3: Identify projects to be completed using Metro Local Share funding, seek adoption by Council.	Complete
	Staff presented options to Council in 2023 for completing phase one development of all six of the City's undeveloped parks. Staff is working with a landscape architect to fine-tune that approach, prioritizing amenities within the available budget.	



NEXT STEPS

- Begin implementing Year 3 Action Plan.
- Explore next steps in the creation of the next iteration of Gresham's Strategic Plan.

QUESTIONS

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CITY OF GRESHAM