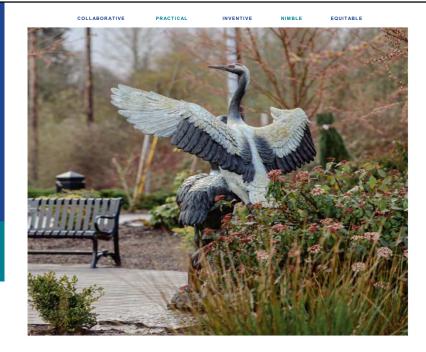
FY 2023/24 Proposed Budget

April 20, 2023



CITY OF GRESHAM

1



Proposed FY 23/24 Budget Overview

Taking Flight!

- 1. Implementing the City's Financial Road Map
- 2. Implementing the City's Strategic Plan
- 3. Improving Transparency



CITY OF GRESHAM

3

The Financial Roadmap

Year 1 Revenue Tools:

- Operating levy
- Fee

2023 Financial Stability Work:

- Exploring 2024 or 2025 Parks and Recreation funding options
- Explore naming rights for City facilities
- Begin assessment of capital needs & long-term funding alternatives



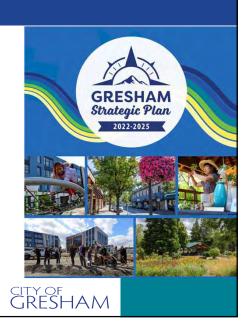


CITY OF GRESHAM

The Strategic Plan

Strategic Plan Priorities:

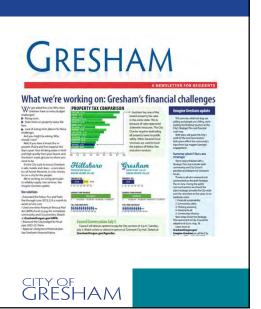
- Financial Sustainability
- Community Safety
- Thriving Economy
- Housing for All
- Community Vibrancy



5

Improving Transparency

- Budget transparency tool
- Action plan
- Success/performance measures
- Police dashboard



Proposed FY 23/24 Budget Overview

Operational items

- Technology needs
- Fire promotional process
- Equipment replacement fund

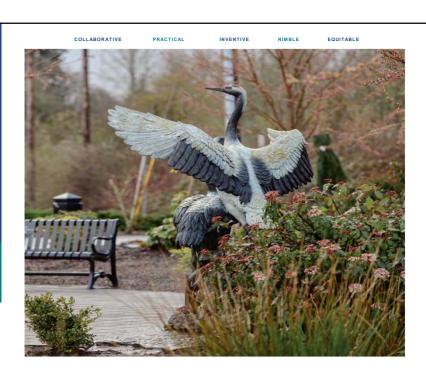




CITY OF GRESHAM

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Department Overviews



CITY OF GRESHAM

Department Overviews

- City Manager's Office
- Parks, Recreation & Youth Services



CITY OF GRESHAM

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City Manager's Office

BUDGETED STAFFING*: 14.00 FTE/LTE

BUDGET & FUNDING FOR FY 2023/24*

- Funding is generated by Internal Service Charges
- Administrative Services \$3,854,747
- Designated Purpose \$109,300

MAJOR INITIATIVES/FOCUS AREAS

- · Local, regional, state & federal advocacy
- Lead and manage the City's Strategic Plan, performance management and innovation program
- Lead and manage the City's Neighborhood Association and CCAC programs
- Provide Council support
- · Manage the City's records program

* Includes Neighborhood Services





CITY OF GRESHAM

City Manager's Office

STRATEGIC PLAN PRIORITIES

- Put in place a plan to share more financial information with the community. Celebrate City accomplishments while communicating the costs to keep basic services.
- Explore creative ways to supply community safety that maintain core service levels, adapt to community needs, and public safety best practices
- Develop and start an equitable poverty reduction and prevention plan to address the root causes of poverty and improve overall community wealth.
- Promote connection for community members, both social and physical, to meet everyone's needs regardless of physical ability, language, digital access, etc.



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Parks, Recreation & Youth Services

BUDGETED STAFFING: 17.00 FTE/LTE

BUDGET & FUNDING FOR FY 2023/24

- · Funded by the General Fund
- General Fund \$5,297,515
- Designated Purpose \$2,217,000
- Parks CIP \$17,165,300

MAJOR INITIATIVES/FOCUS AREAS

- Expand recreational offerings for youth and adults
- Continue progress on parks capital projects including Gradin Community Sports Park, ARPA-funded upgrades, and Metro Local Share-eligible projects
- Continue developing the City's youth services and youth violence prevention programs
- Update the City's 2009 Parks, Recreation, Trails and Natural Areas Master Plan





CITY OF GRESHAM

Parks, Recreation & Youth Services

STRATEGIC PLAN PRIORITIES - OBJECTIVES

- Improve livability and increase the community's sense of safety and security.
- Enhance safety around the city's streets, parks, neighborhoods, and transportation networks.
- Develop and start an equitable poverty reduction and prevention plan to address the root causes of poverty and improve overall community wealth.
- Support and increase a mix of recreational, arts, and cultural programming for youth and adults to foster community well-being for everyone.
- Maintain the quality of Gresham's natural resources and increase public access to parks and natural areas for recreation and enjoyment



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City Attorney's Office

BUDGETED STAFFING: 11.00 FTE/LTE

BUDGET & FUNDING FOR FY 2023/24

- Funding is generated Internal Service and Payroll charges
- Legal Services \$1,677,714
- Workers Comp/Liability Management \$7,102,307

STRATEGIC PLAN PRIORITIES & MAJOR INITIATIVES

- Ensure Council decisions are implemented; provide legal advice to City departments; enforce City law; staff Coordinating Committee/Planning & Design Commissions
- Present Gresham Charter Review Committee's Final Report containing its recommended Charter changes to Council; assist Council in its review of the Final Report; prepare draft ballot titles, explanatory statements and resolutions
- Provide Council all information necessary for it to address the feasibility of reestablishing a municipal court



CITY OF GRESHAM

Department Overviews

- Police
- Fire
- Community Livability
- Emergency Management
- Diversity, Equity & Inclusion



CITY OF GRESHAM

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Police

BUDGETED STAFFING: 169.40 FTE/LTE (+9 FTE/LTE from FY 2022/23)

BUDGET & FUNDING FOR FY 2023/24

- Funding is generated from the General Fund, Local Option Levy, grants and donations
- General Fund \$44,838,199
- Local Option Levy \$7,090,069
- Designated Purpose \$1,296,600

STRATEGIC PLAN PRIORITIES & MAJOR INITIATIVES

- Continue to develop a public safety relationship with the community to build rapport and trust.
- Implement the Police Department's Strategic Plan.



CITY OF GRESHAM

Fire

BUDGETED STAFFING: 131.15 FTE/LTE (+14 FTE/LTE from FY 2022/23)

BUDGET & FUNDING FOR FY 2023/24

- Funding is generated from the General Fund, Local Option Levy, grants, and donations
- General Fund \$31,973,508
- Local Option Levy \$5,469,664
- Facilities & Fleet Management \$270,000
- Designated Purpose \$395,100

STRATEGIC PLAN PRIORITIES & MAJOR INITIATIVES

- Begin acting on the recommendations from the Standards of Cover Review.
- Align Strategic Plan priorities with the Standards of Cover recommendations.





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Community Livability

BUDGETED STAFFING: 13.31 FTE/LTE (+1 FTE/LTE from FY 2022/23)

BUDGET & FUNDING FOR FY 2023/24

- Funding is generated by the General Fund, Local Option Levy, Internal Service Charges, Grants, IGAs
- General Fund \$1,655,382
- Local Option Levy \$227,406
- Designated Purpose \$2,493,092

STRATEGIC PLAN PRIORITIES & MAJOR INITIATIVES

- Improve livability and increase the community's sense of safety and security.
- Provide resources to those experiencing homelessness or housing insecurity through collaboration and partnership with other government agencies, nonprofits, and the private sector.



CITY OF GRESHAM

Emergency Management

BUDGETED STAFFING: 1.00 FTE/LTE

BUDGET & FUNDING FOR FY 2023/24

- Funding is generated by Internal Service Charges and Grants
- Designated Purpose \$285,948

STRATEGIC PLAN PRIORITIES & MAJOR INITIATIVES

- 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.
 - Support adoption of Natural Hazard Mitigation Plan



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Diversity, Equity & Inclusion

BUDGETED STAFFING: 1.00 FTE/LTE (included in City Manager's Office)

BUDGET & FUNDING FOR FY 2023/24

• Included in City Manager's Office

STRATEGIC PLAN PRIORITIES & MAJOR INITIATIVES

- Development and implementation of the equity lens tool and procedures.
- Development and implementation of DEI level 201 training using a cohort model-Organizational Champions.
 - Continue the annual Traliant all-staff training.
 - Continue the organization-wide knowledge and understanding of "You Belong" six critical words.
 - Collaborate with HR on staff and leadership DEI competencies (DEI City policy)





CITY OF GRESHAM

Portfolio Overview: Community & Economic Development

- Urban Renewal
- Urban Design & Planning
- Economic, Development & Housing Services



CITY OF GRESHAM

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Urban Renewal

BUDGETED STAFFING: 5.15 FTE/LTE (+1 FTE/LTE from FY 2022/23)

BUDGET & FUNDING FOR FY 2023/24

- Funding is provided by GRDC
- Urban Renewal Support \$2,287,665
- Urban Renewal CIP \$6,874,000

URBAN RENEWAL BUDGET SCHEDULE

- City of Gresham Budget Hearings
 - o Urban Renewal Support
 - \circ April 20, 27 and May 4 (if needed)
- GRDC Budget Hearing
 - o May 9, 2023 6 PM





CITY OF GRESHAM

Urban Renewal

STRATEGIC PLAN PRIORITIES

- Housing for All
 - Promote and support housing development that is affordable to the Gresham community across all housing types.
 - o Completion of Aviva (Workforce Housing/Ground Floor Retail)
 - o Refine development of Rockwood B188 (former Sunrise Center/Asia Kitchen)
- Community Safety
 - o Support *Climate Action Plan* implementation
 - o *Transportation System Plan* alignment to enhance safety
- Thriving Economy
 - Lay the groundwork for economic opportunity and mobility for all by prioritizing long-term planning to support future development
 - o Potential Storefront Improvement Grant
- Community Vibrancy
 - Continue the work of the One Gresham initiative, leveraging community investments within our core regional centers
 - o Community Investment Framework through 2029



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Urban Design & Planning

BUDGETED STAFFING: 17.80 FTE/LTE

BUDGET & FUNDING FOR FY 2023/24

- Funding is generated by Permit Fees, General Fund and Grants
- Urban Design & Planning \$4,230,494
- Designated Purpose \$85,000

STRATEGIC PLAN PRIORITIES & MAJOR INITIATIVES

- Housing for All
- · Community Safety
- · Thriving Economy
- Community Vibrancy





CITY OF GRESHAM

Urban Design & Planning

STRATEGIC PLAN PRIORITIES & MAJOR INITIATIVES

- Housing for All
 - o Promote and support housing development that is affordable to the Gresham community across all housing types.
 - o Finalization and implementation of a Housing Production Strategy
- Community Safety
 - o Support *Climate Action Plan* implementation
 - o Transportation System Plan alignment to enhance safety
- Thriving Economy
 - Lay the groundwork for economic opportunity and mobility for all by prioritizing long-term planning to support future development
 - Develop project plan and identify resources to update the City's Comprehensive Plan and Development Code to
 incentivize and support future development by reflecting current trends and needs around flexibility, ease of use
 and process improvements.
 - o Pleasant Valley Concept Plan Refresh
- Community Vibrancy
 - Continue the work of the One Gresham initiative, leveraging community investments within our core regional centers, and completing a conceptual plan for the future of Civic Neighborhood
 - Tree Code Update



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Economic, Development & Housing Services

BUDGETED STAFFING: 39.65 FTE/LTE (-0.5 FTE/LTE from FY 2022/23)

BUDGET & FUNDING FOR FY 2023/24

- Funding is generated by Internal Service Charges, permits, fees, IGAs and Grants
- General Fund \$1,593,427
- Building Division/Permit Center \$5,515,608
- Designated Purpose \$18,305,500
- Rental Housing Inspections \$1,267,639
- CDBG/HOME \$4,208,043

BUDGETARY FUND COMPRISED OF TWO FUNCTIONAL AREAS:

- Economic & Development Services
- · Housing Services





CITY OF GRESHAM

Economic & Development Services

STRATEGIC PLAN PRIORITIES & MAJOR INITIATIVES

- Thriving Economy
 - Connect commercial/retail developers and brokers with opportunity sites in Gresham to encourage and incent diverse, vibrant commercial/retail development that meets our community's needs and desires
 - Advocate at the state level and work in collaboration with regional workforce and education partners for sustained funding for workforce development programming.
 - Make connections between MHCC/K-12 districts and employers to get industry representatives into classrooms and teachers/counselors onto manufacturing floors.
 - Develop relationships with CBOs working with BIPOC-owned businesses, creating a pathway for better communications and resource sharing with underserved communities.
- Community Vibrancy
 - Continue the work of the One Gresham initiative, leveraging community investments within our core regional centers, and completing a conceptual plan for the future of Civic Neighborhood
- Community Safety
 - o Support *Climate Action Plan* implementation



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Housing Services

STRATEGIC PLAN PRIORITIES & MAJOR INITIATIVES

- Housing for All
 - Administer annual HUD CDBG and HOME funding to meet the needs of community members facing instability and homelessness
 - Invest Gresham's share of the *Metro Affordable Housing Bond* funding into the development of housing that is affordable to community members
 - Continue to develop relationships with local resource providers and connect community members in need with resources
 - o *Monitor potential state resources* available for the development of affordable housing
 - Encourage and enforce habitability of all rental units throughout Gresham via the Rental Housing Inspection program
 - o Explore extension and potential expansion of IGA with Home Forward



Department Overviews

- Environmental Services
- Facilities & Fleet



CITY OF GRESHAM

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Water

BUDGETED STAFFING: 31.59 FTE/LTE (+1 FTE/LTE from FY 2022/23)

BUDGET & FUNDING FOR FY 2023/24

- Funding is generated by utility rates, SDCs, and grants
- Water \$15,637,229
- Water CIP \$88,300,200

STRATEGIC PLAN PRIORITIES & MAJOR INITIATIVES

- Design and construction of the City's groundwater supply system in partnership with Rockwood Water PUD (2026 deadline)
- Cascade Groundwater Alliance planning and execution of agreements



CITY OF GRESHAM

Wastewater

BUDGETED STAFFING: 31.61 FTE/LTE (+1 FTE/LTE from FY 2022/23)

BUDGET & FUNDING FOR FY 2023/24

- Funding is generated by utility rates, SDCs, and grants
- Wastewater \$18,576,497
- Wastewater CIP \$37,557,000

STRATEGIC PLAN PRIORITIES & MAJOR INITIATIVES

- Wastewater Treatment Plant asset repair, replacement, and upgrades
- Design and construction of ammonia treatment facilities and a secondary clarifier in partnership with Microchip Corporation to meet new state permit requirements



CITY OF GRESHAM

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Stormwater

BUDGETED STAFFING: 33.46 FTE/LTE (+3 FTE/LTE from FY 2022/23)

BUDGET & FUNDING FOR FY 2023/24

- Funding is generated by utility rates, SDCs, and grants
- Stormwater \$10,738,059
- Designated Purpose \$438,000
- Stormwater CIP \$10,495,900

STRATEGIC PLAN PRIORITIES & MAJOR INITIATIVES

- · Pipe and culvert repair, replacement, and upsizing to prevent flooding
- Design and construction of "green infrastructure" to treat stormwater runoff and meet state permit requirements





CITY OF GRESHAM

Transportation

BUDGETED STAFFING: 44.76 FTE/LTE (-2 FTE/LTE from FY 2022/23)

BUDGET & FUNDING FOR FY 2023/24

- Funding is generated by state gas tax & vehicle registration fees, SDCs, utility license fees and grants
- Transportation \$12,082,864
- Streetlight \$572,588
- Transportation/Footpaths CIP \$ 42,384,100

STRATEGIC PLAN PRIORITIES & MAJOR INITIATIVES

- Enhance safety around the City's streets
- Large arterial street upgrades at Division, Cleveland, Hogan, 162nd, 181st, and 223rd/Stark to address capacity issues and add pedestrian and bicycle safety upgrades
- Pavement preservation and upgrades to Americans with Disabilities Act (ADA) facilities



CITY OF GRESHAM

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Solid Waste & Sustainability

BUDGETED STAFFING: 6.53 FTE/LTE

BUDGET & FUNDING FOR FY 2023/24

- Funding is generated from ECHO fees (fees on waste haulers), and grants
- Solid Waste & Sustainability \$1,336,848
- Designated Purpose \$942,000

STRATEGIC PLAN PRIORITIES & MAJOR INITIATIVES

- Climate Action planning to reduce greenhouse gas emissions from City operations and community sources
- Implementation of new recycling programs and community education and assistance





CITY OF GRESHAM

Infrastructure Development

BUDGETED STAFFING: 16.50 FTE/LTE

BUDGET & FUNDING FOR FY 2023/24

- · Funding is generated by permit fees & infrastructure funds
- Infrastructure Development \$3,825,878
- Designated Purpose \$200,000
- General Development CIP \$9,967,000

STRATEGIC PLAN PRIORITIES & MAJOR INITIATIVES

- Continued permitting support of housing development in Pleasant Valley and Springwater
- System Development Charge (SDC) methodology updates



CITY OF GRESHAM

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Facilities & Fleet

BUDGETED STAFFING: 16.19 FTE/LTE

BUDGET & FUNDING FOR FY 2023/24

- Funding is generated by Internal Service Charges
- Facilities & Fleet Management \$6,387,274
- Facilities Capital \$2,917,000

STRATEGIC PLAN PRIORITIES & MAJOR INITIATIVES

- Continued operation and maintenance of all City-owned properties and vehicles to support staff and the community
- Planning for new and evolving workforce space needs





CITY OF GRESHAM

Department Overviews

- Budget & Finance
- Information Technology
- Human Resources
- Communications
- Community Engagement
- ARPA



CITY OF GRESHAM

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Budget & Finance

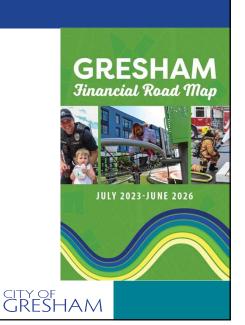
BUDGETED STAFFING: 42.74 FTE/LTE (+1 FTE/LTE from FY 2022/23)

BUDGET & FUNDING FOR FY 2023/24

- Funded by Internal Service Charges
- Administrative Services \$7,920,029
- Administrative Services (General Support) \$352,000
- Equipment Replacement \$8,207,300
- COG Health & Dental Plans \$11,921,700

STRATEGIC PLAN PRIORITIES & MAJOR INITIATIVES

- Strategic Plan: Implement Financial Road Map
- Strategic Plan: Update City's financial and purchasing policies
- Save significant time with implementation of new time keeping system
- Ensure Gresham Safety Levy funds appropriately tracked and spent, support resident oversight committee.



Information Technology

BUDGETED STAFFING: 26.00 FTE/LTE (+1 FTE/LTE from FY 2022/23)

BUDGET & FUNDING FOR FY 2023/24

- Funded by Internal Service Charges
- Administrative Services \$7,627,142
- Enterprise System Replacement (IT Capital) \$790,000

STRATEGIC PLAN PRIORITIES & MAJOR INITIATIVES

- Strategic Plan: Support and develop data tracking, collection and reporting tools.
- Implement technology roadmap that aligns with City strategic plan.
- Expand business partner model to support service delivery needs.
- Upgrade Microsoft 365 license.
- Convert older mapping applications with mobile friendly solution.





CITY OF GRESHAM

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Human Resources

BUDGETED STAFFING: 10.00 FTE/LTE

BUDGET & FUNDING FOR FY 2023/24

- Funded by Internal Service Charges
- Administrative Services \$2,335,771
- Designated Purpose \$83,100

STRATEGIC PLAN PRIORITIES & MAJOR INITIATIVES

- Begin implementation of business partner model to meet organizational needs.
- Recruitment process overhaul
- · Focus on retention



CITY OF GRESHAM

Communications

BUDGETED STAFFING: 6.00 FTE/LTE

BUDGET & FUNDING FOR FY 2023/24

- Funded by Internal Service Charges
- Administrative Services \$1,136,552

STRATEGIC PLAN PRIORITIES & MAJOR INITIATIVES

- Strategic Plan: Share more financial information with the community.
- · Continue implementation of communications plan for public safety.
- Seek out stories and key information to promote and support strategic priorities and projects.
- Share timely and accurate information across multiple platforms.



CITY OF GRESHAM

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Community Engagement

BUDGETED STAFFING: 3.00 FTE/LTE

BUDGET & FUNDING FOR FY 2023/24

- Funded by Internal Service Charges, sponsorships, and donations
- Administrative Services \$550,447
- Designated Purpose \$353,600

STRATEGIC PLAN PRIORITIES & MAJOR INITIATIVES

- Strategic Plan: Develop a public safety relationship with the community
- Strategic Plan: Community events that nurture pride, celebrate diversity and attract visitors.
- Strategic Plan guiding principle: Authentic engagement.





CITY OF GRESHAM

American Rescue Plan Act (ARPA)

BUDGETED STAFFING: 21.37 FTE/LTE

BUDGET & FUNDING FOR FY 2023/24

- · Funded by federal allocations
- Designated Purpose \$18,311,675

STRATEGIC PLAN PRIORITIES & MAJOR INITIATIVES

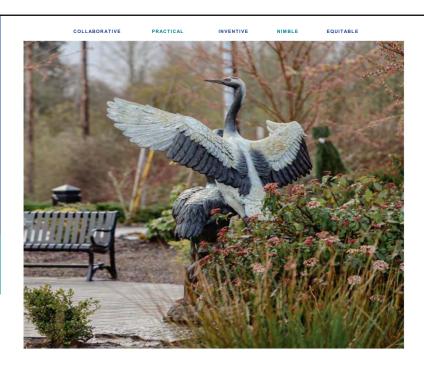
- Key themes for allocations to date:
 - Public safety, housing and houselessness, youth violence prevention, parks and trails
 - Organizational stability
 - COVID-19 expenses
 - Business recovery grants
 - Community assistance grants



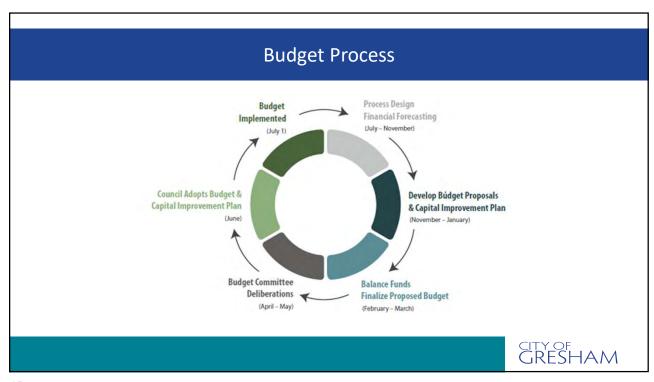
CITY OF GRESHAM

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Budget Process







Required Budget Process Actions

Budget Committee (April)

- Hear Budget Message
- Take Public Comment
- · Hold state share revenue hearing
- Approve the budget
- Approve the tax rate

City Council (Must be complete by June 30)

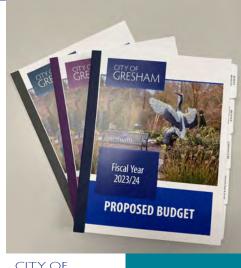
- State Shared Revenue Hearing
- Take Public Comment
- Adopted Budget
- Adopted Tax Rate
- Adopted FTE Count



CITY OF GRESHAM

Budget Materials

- FY 2023/24 Proposed Budget
- Internal Service Charge Manual
- Finance Plan Manual for Utilities & Transportation
- Capital Improvement Program Information Handout



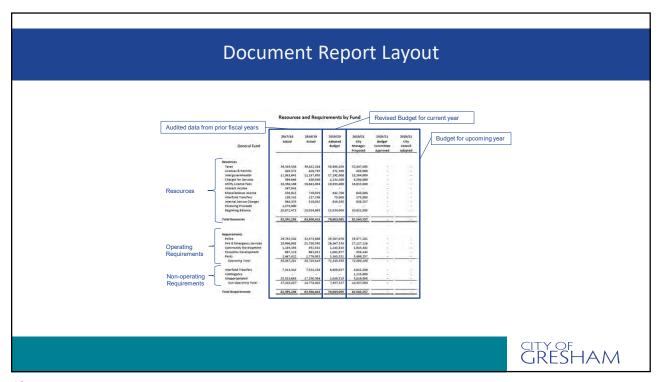
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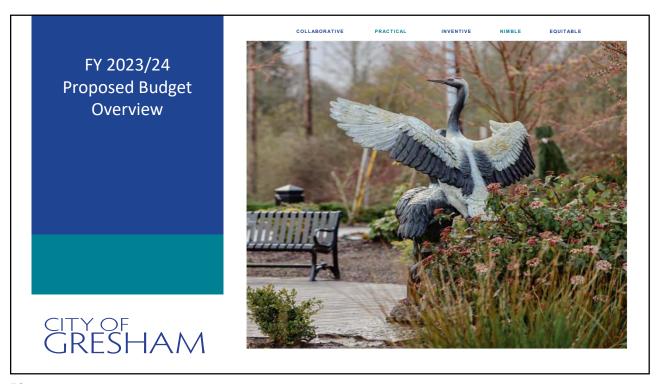
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Proposed Budget Document Structure

- Budget Message
- Revenue Information
- Expenditure Information
 - General Fund & Local Option Levy Fund
 - Business Funds
 - Infrastructure Funds
 - Central Support Funds
 - Capital Improvement Funds
 - Special Revenue & Non-Operating Funds
- Additional Information







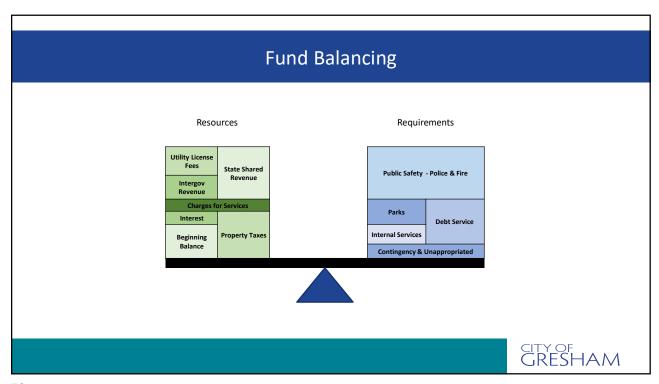
Structure of the City's Budget

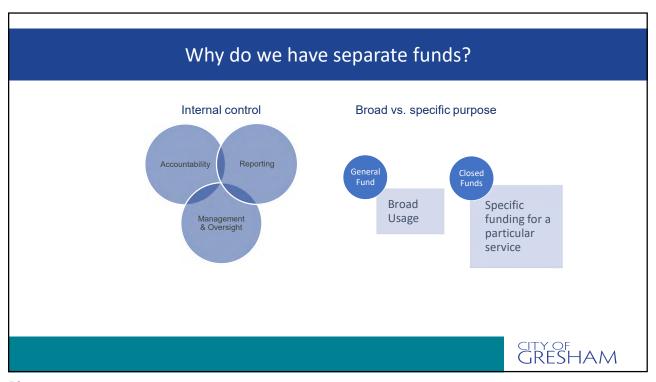
- Funds
 - Resources
 - Requirements
- Organizational Units
 - Departments, divisions or programs

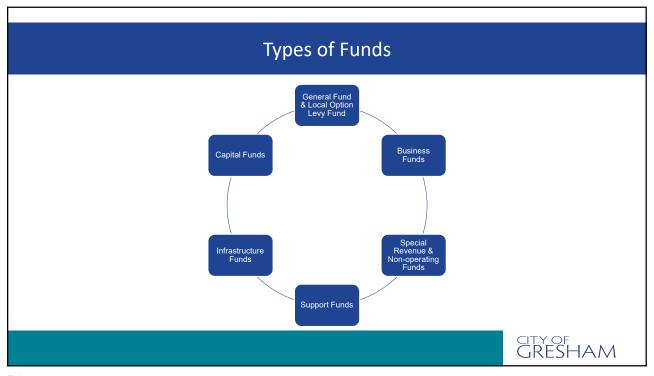


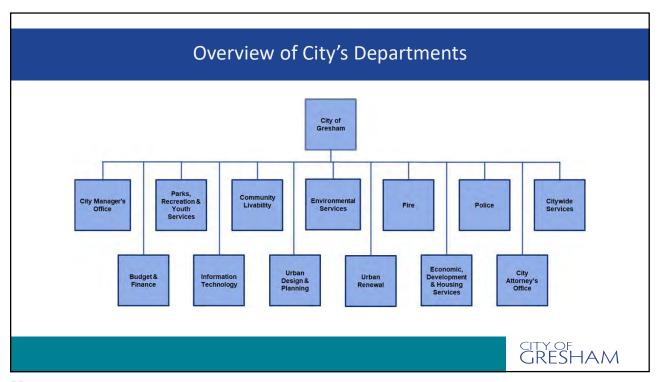
CITY OF GRESHAM

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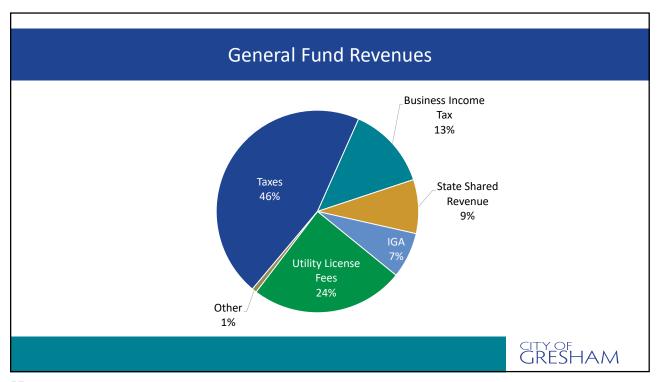


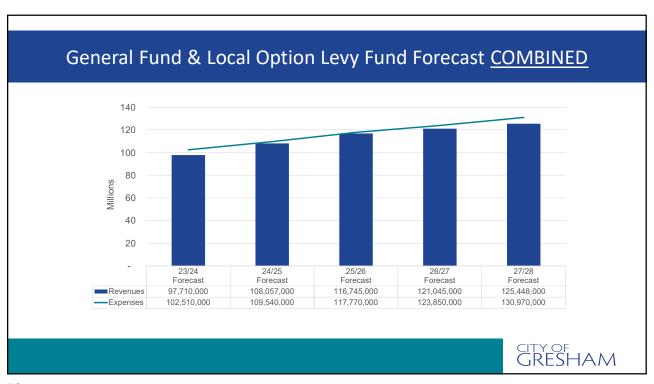


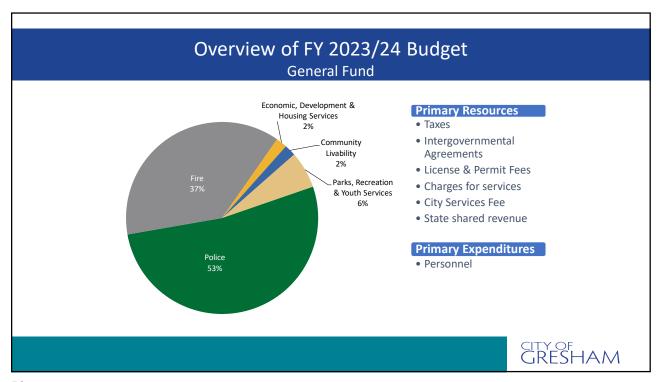


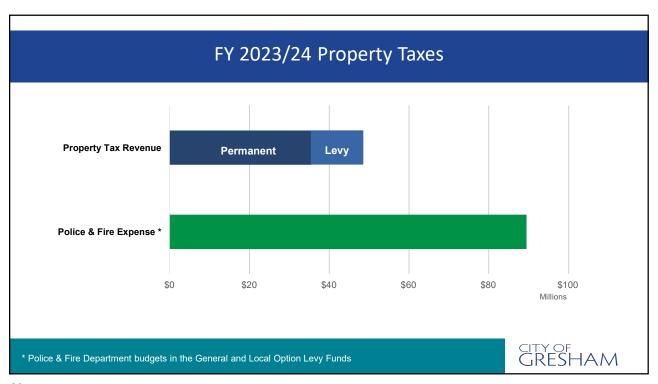


penditure Categories	Bud
perating	\$ 283.3 milli
Capital	\$ 216.5 milli
Debt	\$ 13.0 millio
Transfers	\$ 83.5 millio
Other Requirements	\$7.4 millio
Contingency / Unappropriated	\$ 215.0 millio
	\$ 818.7 million

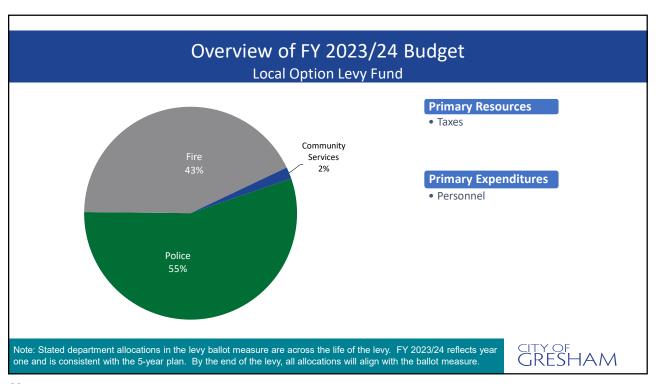








FY 2023/24 Transient Lodging Tax Revenue	\$1,387,00
Transient Lodging Tax Dedicated to Tourism	\$297,02
Planned Uses:	
Direct City Support of Arts Festival	\$206,96
City Contribution to Gresham Area Chamber of Commerce	\$100,00
Total Planned Uses	\$306,96



FY 2023/24 Local Option Levy Fund

- Police
 - Funding for up to 34 existing Police positions
 - Hire 9 new Police positions
- Fire
 - Funding for up to 21 existing Fire positions
 - Hire 16 new Fire positions
- Homeless Services
 - Hire 1 new Homeless Services position
 - Retain 1 temporarily funded Homeless Services position

CITY OF GRESHAM

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