



STRATEGIC PLAN
MID-YEAR REPORT FY23-24
February 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: THE FIRST SIX MONTHS

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 mid-point of Fiscal Year 2023-2024, staff had completed eight of the 48 actions and 33 are on track. To balance workloads with staff capacity, seven actions are intentionally either delayed or not yet started. See the charts below for action status by Strategic Priority.



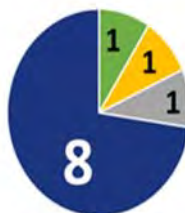
COMMUNITY SAFETY



FINANCIAL SUSTAINABILITY



THRIVING ECONOMY



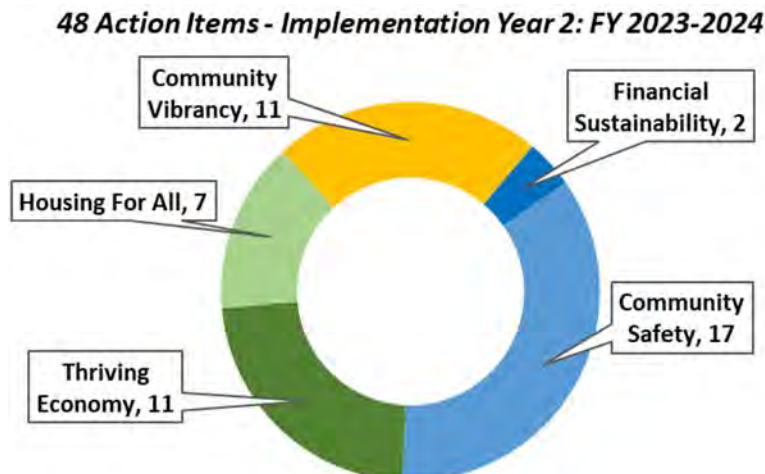
HOUSING FOR ALL



COMMUNITY VIBRANCY



Number of Actions Supporting each Strategic Priority



Want more detail? Below is an update on each of the 48 actions in the Action Plan.

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.	On Track
	In December, Council voted to send an operating levy focused on safety and livability to Gresham voters to consider at the May 2024 election. Council directed staff to return in early 2024 with a resolution to make permanent the \$15 Police, Fire and Parks fee. Preparation for the Fire services contract has begun. Research continues into exploration of districts as an additional long-term tool to consider.	

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.	On Track
	Staff developed a budget game to build awareness about the City's financial situation and have tested it internally with Council and a variety of departments.	

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
	Gresham Police Department (GPD) is finding great success with the formal launch of the Police Community Specialist (CSS) program. Currently, there are two full-time CSS employees who support operations, but since they are limited to 40 hours per week each, we do not have around the clock CSS support. However, the CSS are assisting with crime reporting, providing investigative support, and responding to low-level livability issues in support of the community.	
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.	Delayed
	While GPD has several overt cameras still to place, GPD did successfully launch a Drones as First Responders (DFR) pilot program this past summer. The overt camera installations remain a capacity issue for both GPD and other City staff, and the DFR program will need additional technology upgrades and staffing before it can be launched as a full-time program. GPD will pilot the DFR program again in summer 2024.	
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. GPD has also brought on a Police Communication Specialist in collaboration with the City Communications Team.	
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
	GPD 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.	

Action / Update (continued)

Status

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. All are now assigned to station and will operate as Probational Firefighters for 9 months. The January 2023 Standards of Cover Report by Fitch and Associates recommends hiring an additional 11 Firefighters to cover vacancies created by scheduled time off, injuries, sick leave, and other causes, however, there is currently no funding identified for those positions. The Life Safety Division is currently in the selection phase for a recently vacated Deputy Fire Marshall position, and is also recruiting for a one-year limited term Fire Inspector positions, which is grant-funded.	

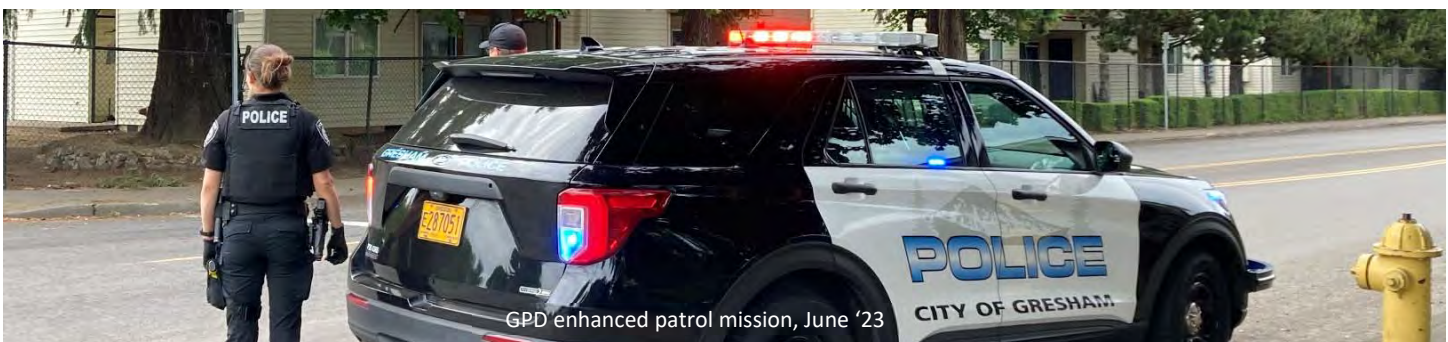
Strategic Objective CS-B

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 standing at this time. GPD did participate in the initial meetings and stands ready to participate in future meetings. Alternatively, GPD 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.	On Track
	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.	
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
	The "Community Police Academy" experience has been paused due to staff capacity. GPD has learned from previous experiences that community academies require many staff hours to plan and execute. While it remains a goal, for now GPD will look for other opportunities to connect with the community and share the work we do. Beginning in the spring of 2024, GPD will use the Chief's Advisory Group to foster community townhall discussions throughout the City.	



GPD enhanced patrol mission, June '23

Action / Update (continued)		Status
CS-B4	<p>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.</p> <p>The Fire Department continues to participate in community events, such as Crusin' with the Cops, Trunk or Treat, as well as the Spirit of Gresham events at the Arts Plaza in December.</p>	On Track
CS-B5	<p>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.</p> <p>The Fire Department continues to maintain a presence on social media platforms including Facebook and Instagram, and regularly provides fire safety and organizational messages. Press releases and timely media notification can be challenging due to limited Fire staffing.</p>	On Track
CS-B6	<p>CS-B6: Explore creative ways to use the Gresham Public Safety Building to enhance community interaction and connection with Police and Fire.</p> <p>Gresham Police and Gresham Fire have collaborated with the Community Engagement Team to provide story time opportunities for youth and families and support for other community safety related events. This Fall, a new statue depicting children in firefighter gear and Tagg, GPD's comfort dog, was erected in front of the Police/Fire station to be inviting and welcoming to all, especially during a time of great distress such reporting a crime or needing emergency services.</p>	On Track

Strategic Objective CS-C

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

Action / Update		Status
CS-C1	<p>CS-C1: Address retail and auto theft crimes through Gresham Police Department participation in regional joint task forces.</p> <p>Throughout 2023 Gresham Police Dept. (GPD) 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. GPD 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, GPD is now a member of the Multnomah County tasks forces on retail and auto theft, and GPD provides space and opportunity for the Deputy District Attorneys to work from Gresham facilities, providing more collaboration opportunities.</p>	Complete



Statue unveiling at Police & Fire, Oct. '23

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	<p>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.</p> <p>Youth Services hosted a block party on Yamhill Street that served nearly 500 residents in the summer, organized food distribution events at Rockwood Village, and led a back-to-school neighborhood cleanup event in August. Additionally, the Recreation team added Movies in the Park this summer as well as a new Summer Kids in the Park site to serve the concentrated youth population at Rockwood Village.</p>	On Track
CS-D2	<p>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.</p> <p>GPD is now tracking all staff time associated with community engagement work. The management of this work has been assigned to the newly established Community Engagement and Problem Oriented Policing Unit being led by Lt. Tommy Walker. Lt. Walker has developed both a tracking log and calendaring program to improve and enhance community engagement efforts and be more consistent with work around problem-oriented policing. GPD will continue to seek ways to support or improve this work and our community connection.</p>	Complete
CS-D3	<p>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.</p> <p>Given current staffing levels, this activity is being conducted with on-duty staffing and is primarily limited to participating is scheduled public events.</p>	On Track



Station Storytime, Oct. 2023

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.

	Action / Update	Status
CS-E1	<p>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.</p> <p>The City has completed a scope of work and is contracting with Dr. Vivek Shandas of CAPA Strategies to develop a heat strategy. CAPA Strategies will begin phase one of the heat plan by identifying opportunities for plan and code/policy alignment. This will identify gaps and opportunities related to heat, which will support the identification of heat mitigation and adaptation strategies.</p>	On Track
CS-E2	<p>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.</p> <p>Staff has completed community engagement and updated the Plan's strategies based on feedback. The plan has been sent to Communications for further review. Staff provided an update at a Council Work Session in February and expects to request plan adoption in April.</p>	On Track



Public Safety response during the Jan. '24 ice event.

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	<p>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.</p> <p>The City's Economic Development and Youth Services departments 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 with insight into local manufacturing and allowing them to foster connections with industry professionals. A few highlights:</p> <ul style="list-style-type: none"> • The event was scheduled during the school's lunch break, offering students a unique opportunity to engage directly with various local industry representatives. • A notable feature of the event was an interest form, through which youth could express their desire for further learning (ex: a site visit) directly to an industry representative. • Resume-building and mock interview services were offered to equip young participants with essential skills for their professional development. • See the City's YouTube channel for an in-depth video highlighting the event. 	Complete



10th grade Centennial High student reporting on his career conversation with Gresham company Mutual Materials

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.	On Track
	Staff developed and is hosting a Quarterly Workforce Development Workshop series. In October, 18 workforce partners attended to hear a presentation about Gresham's Homeless Services, and many connections were made to align people seeking work with opportunities for education, training, and employment. The next meeting will be held February 21, 2024.	
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	Not Started
	This project has been delayed intentionally to better coordinate engagement efforts across the City organization. The intention is to ask these questions within the context of other planned engagement efforts to avoid duplicating efforts or over-engaging stakeholders. The work is tentatively slated for Q3 2024.	
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).	On Track
	Development of the new Strategy is on track per the plan. It is a multi-pronged strategy that will require several different components to occur throughout 2024/2025. Staff expects to provide Council and community a broad overview of the new approach in Q2 of 2024.	

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.	On Track
	Staff developed and deployed a survey to all retail/commercial businesses in the City of Gresham in winter 2023. Staff are currently analyzing the data to discover how to better support Gresham businesses.	
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.	On Track
	Staff expect to complete planning of the "How to do business with the City" seminar for culturally specific Chamber organizations in Q2 and then work to schedule so all can attend.	

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 City received approval for a Metro grant to support the analysis work of Springwater. Staff is currently working with the Metro project manager on an intergovernmental agreement (IGA). Given current workload and other factors, the IGA is expected at the end of Q3 with work commencing in Q4 and continuing into 2025.	
TE-D2	TE-D2: Analyze and identify future commercial opportunities in Pleasant Valley to support long-term community vitality.	On Track
	Staff continues to make steady progress on the Pleasant Valley Update project, as well as on discussions with the developer community and consultants.	
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 code work is on track. Staff are aligning the effort with Urban Design and Planning timelines to ensure all possible code improvements are included.	
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.	On Track
	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. A next step in this work will be a convening of the various initiatives and organizations that are already working to achieve these goals. The project is currently delayed due to staff capacity.	

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	<p>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.</p> <p>Staff are actively involved in regional collaborative efforts on homelessness including the 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/Commissioner Stegmann’s Office. Through these efforts, the City stays apprised of homeless services programs and opportunities regionally, as well as in Gresham specifically. As a result of participation in the MAC for example, the City secured funding through Governor Kotek’s 2023 "Oregon All In" initiative. With this one-time funding, the City permanently housed 25 households between Oct. 2023 and Jan. 2024.</p>	On Track
HA-A2	<p>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.</p> <p>The Homeless Services team has successfully implemented the new annual rapid rehousing funding from the Joint Office of Homeless Services, providing 3-6 months of rent assistance to 34 households. Each of those households was experiencing homelessness when the City’s outreach team first encountered them. Staff worked with each client/household to:</p> <ul style="list-style-type: none"> • overcome any existing barriers to housing (including past debt, legal issues or obtaining necessary documentation or identification); • connect with services necessary for stability (including detox/rehabilitation, mental health care or social security), and; • secure employment for long term success <p>Once barriers were addressed, staff assisted clients in finding and successfully applying for their own apartment and then worked with property managers to provide the rent assistance to that client for the agreed upon assistance period. This program changed the lives of 34 households of people – many including children – who now have their own safe place to call home.</p>	On Track

Action / Update (continued)		Status
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.	On Track
	In fall 2023, Homeless Services and Economic Development sent a joint letter to local industrial companies who were identified as potential partners in this effort. Since then, staff have met with and developed partnerships with two of those companies for hiring homeless services clients. Homeless Services staff also presented to the Gresham Workforce Development Partners Meeting about this effort and made new connections to support this work.	

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
	Terracina Vista, a 91-unit affordable rental housing project closed/was funded in December 2023. Construction is expected to start this winter. Contract development is ongoing for two affordable homeownership projects expected to close/go back to the City Council for final approval in 2024. Two other affordable rental housing projects with Council endorsement are actively finalizing other funding sources and will go before City Council in late 2024 or 2025 for final approval.	
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
	A number of the Year 1 Housing Production Strategy action items are underway. Gresham is taking steps to create a new TIF district encompassing the Downtown and Civic areas. Urban Design & 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. The project scoping is complete. Gresham's Homeless Services team is actively administering rent assistance and was successful in garnering additional rent assistance funding from the State 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
	Progress continues on the Pleasant Valley Plan Update project. It kicked off with an analysis of the Pleasant Valley area that included a land use audit, local market study, and infrastructure report. Those materials can be found on the project webpage. Outreach has included information at community events, a 5-month online survey, informal conversations with Pleasant Valley residents and visitors and three events in Pleasant Valley. Staff anticipate upcoming work sessions with the Planning Commission and 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	<p>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.</p> <p>The City's Housing Resource Coordinator has successfully built a referral relationship with Multnomah County program "Bienestar de la Familia" which administers rent assistance to households facing eviction. When the City receives calls from community members facing eviction, staff can now make direct referrals to this program to provide rent assistance and keep the household housed. Since July, 59 households have been referred. Staff actively monitor available resources and advocate for reliable local access.</p>	On Track
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Homeless Services staff offering resources to community member.

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	<p>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.</p> <p>The City acknowledges the importance of City-led events to the Gresham community and is working to deliver on this strategic priority despite budget constraints and the transition of two of the City’s signature events to an outside organization. Staff is currently reassessing the funding available for new events and identifying internal and external collaboration opportunities to help support community events while working to secure more sustainable funding. Rock the Block will continue in 2024.</p>	Delayed
CV-A2	<p>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.</p> <p>In parallel with work to develop a City Event Policy, we have begun to explore a framework for building event capacity with our external partner organizations. The goal is to align it with a grant funding mechanism to provide both technical training and monetary resources to holistically support external events. We envision a series of workshops, along with access to event expertise from City staff thought their event development.</p>	On Track



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
	The Parks Master Plan update officially kicked off in December with a staff-led tour of Gresham's parks. Staff from the City's Master Plan consultants (MIG) joined Parks staff on a multi-park tour that included several neighborhood parks, community parks, undeveloped parks, and Gradin Community Sports Park.	
CV-B2	CV-B2: Explore development of a mural policy to support community-building, culturally specific art, and graffiti prevention.	Delayed
	This project has been delayed due to staff capacity. Project ownership has been reassigned to the Neighborhood Livability and Community Services department.	

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.	Delayed
	Gresham's Neighborhood Associations continue to be critical partners in the business of the City, but due to organizational changes and staffing constraints, the work to re-envision and strengthen the program is delayed. Action CV-C1 has transitioned to new leadership and an update on the path forward is expected in Q3 2024.	
CV-C2	CV-C2: Advocate for additional mental and behavioral health resources for Gresham at the county, state, and federal levels.	On Track
	At the federal level, Gresham Police recently renewed the impactful Connect and Protect grant from the Bureau of Justice Assistance. This grant covers the cost of two Clinicians, who are paired with trained Gresham Police Officers to respond to community members in need of mental or behavioral health support. This grant will remain in effect through 2026. City staff and leadership continue to collaborate with Multnomah County and the State to address the need for additional mental and behavioral health services, including a sobering center.	

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.

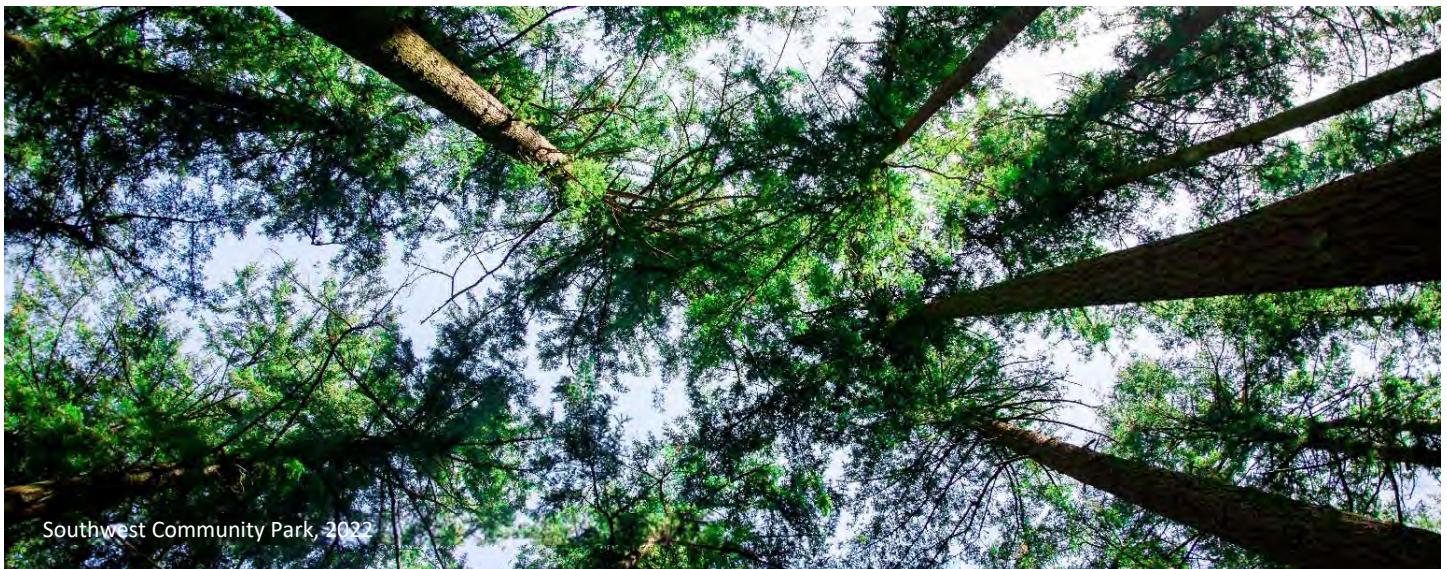
	Action / Update	Status
CV-D1	<p>CV-D1: Initiate comprehensive update of Gresham’s tree code and evaluate mechanisms to increase tree canopy and public understanding of the benefits of trees and the value of the tree code. This will include the creation of a technical tree manual, evaluation of street trees, and evaluation of the tree removal permit process.</p> <p>In July 2023, City Council initiated the Tree Code Update Project. The project is a holistic evaluation of the City’s tree management regulations. A project consultant will be funded through an Inflation Reduction Act grant, thanks to a partnership with Friends of Trees. City staff has been reviewing the local context and current policies, identifying potential performance measures, establishing draft guiding principles, and reviewing best practices.</p>	On Track
CV-D2	<p>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.</p> <p>The City received a grant from Metro for this project’s community engagement effort, and staff are now seeking consultant support to develop a “collaborative governance” community engagement framework. The framework will guide staff in co-designing the Wy’East Way Path amenities with the community, centering lived experiences, elevating communities of color, and honoring the community’s values. The work will also consider social determinants of health related to the built environment. Staff expect to provide an update in mid-2024.</p>	On Track



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	<p>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.</p> <p>Phase II development of Gradin Community Sports Park continues to be on pace for a spring/summer 2024 groundbreaking with project completion by the end of 2024. With the additional grant funds received this past quarter, the project will now include a dog park, restroom, and pickleball courts in addition to the soccer fields and softball fields already slated for construction.</p>	On Track
CV-E2	<p>CV-E2: Complete design and permitting for grant-funded park improvements at Rockwood Central and other Gresham parks; complete construction in summer 2024.</p> <p>Designs for major improvements at Rockwood Central and Aspen Highlands parks are nearly completed, with construction still on track for spring/summer of 2024. These projects will add 2 new pickleball courts (at Aspen) and a new community garden (at Rockwood Central) along with other amenities. Additionally, work is underway to improve accessibility at several Gresham parks (primarily in the form of repairs being made to several paths and sidewalks).</p>	On Track
CV-E3	<p>CV-E3: Identify projects to be completed using Metro Local Share funding, seek adoption by Council.</p> <p>Staff presented options to Council in 2023 for completing phase one development of all six of the City's undeveloped parks. Staff is now working with a landscape architect to fine-tune the approach and prioritize amenities within the available budget, and expects to go out for bid on final design drawings and construction support next quarter. In the meantime, staff is also working to secure additional support for these projects via a state grant application, using the \$500,000 in Council-approved ARPA funds and the Local Share dollars as funding matches.</p>	On Track



Southwest Community Park, 2022

DELAYED ACTIONS FROM YEAR 1

Finalizing and reconnecting to Fiscal Year 2022-2023



At the end of Fiscal Year 22-23, there were four delayed actions noted in the year-end report. Below are the latest updates on those four delayed actions.

Action / Update		Status
Financial Sustainability Y1-A2	Develop a 2024 or 2025 Parks and Recreation long term funding road map using the 2022 Parks & Recreation Funding Feasibility Study conducted by the Trust for Public Lands.	Delayed
	This action will remain delayed until after the May 2024 Gresham Safety Levy vote.	
Community Safety Y1-D3	Align the Transportation System Plan with the Strategic plan, objective CS-D.	On Track
	With contracting near complete, the project will begin in 2024. This action is expected to be completed within 12 months of kickoff, while adoption of the final proposed Transportation System Plan is anticipated within 18 months of kickoff.	
Thriving Economy Y1-A1	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.	Operationalized
	This work is in progress and ongoing and will be complemented by the revised Economic Development Strategy, when complete.	
Thriving Economy Y1-B2	Update policies to provide clearer paths to business ownership as well as opportunities for Gresham businesses to provide services to the City (procurement).	Delayed
	This action remains delayed due to limited staff capacity and the need to sequence the work appropriately. Staff are conducting a review of the City's contracting process in general before updating policies.	

NEXT STEPS

More Strategic Plan progress

In the next six months, staff will:

- Continue implementing the Year 2 Action Plan and provide a Fiscal Year-End Report in summer 2024.
- Reflect on progress to date, consider any changes in operating environment, and:
 - Develop the final Action Plan of our 3-year Strategic Plan, to be implemented July 2024 - June 2025.
 - Explore next steps in the creation of the next iteration of Gresham's Strategic Plan.
- Continue to refine data sources to effectively measure performance and impact and ensure service delivery is meeting community needs.

QUESTIONS

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