



STRATEGIC PLAN

MID-YEAR REPORT FY24-25

Jan. 2025

Photo: Gradin Community Sports Park construction

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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.

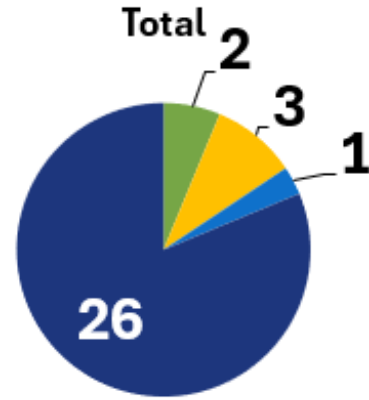


YEAR 3 PROGRESS

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 3 Action Plan contains 32 actions.

Status of Year 3 actions

At the mid-year point of Fiscal Year 2024-2025, staff had completed 2 of the 32 actions. Twenty-six are on track; one hasn't been started yet. To balance workloads with staff capacity, three actions are intentionally delayed. See the charts below for action status by Strategic Priority.



■ Complete ■ Delayed ■ Not Started ■ On-Track

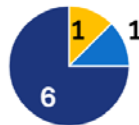
Financial Sustainability



Community Safety



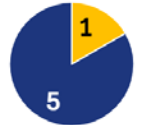
Thriving Economy



Housing For All



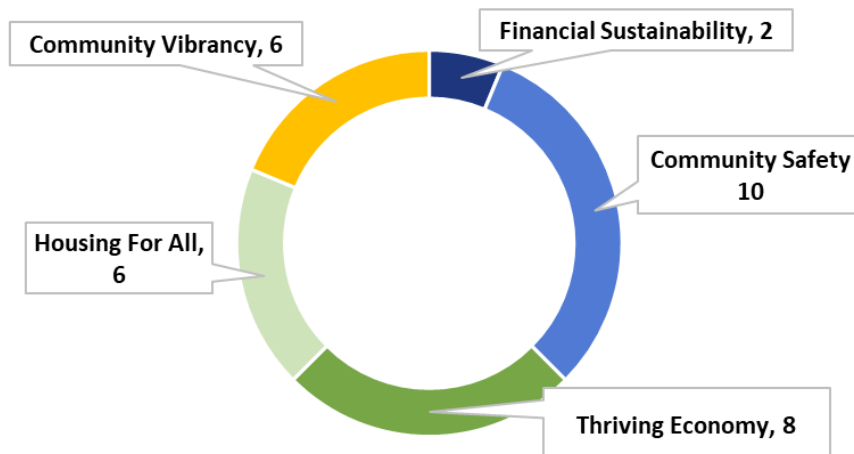
Community Vibrancy



■ Complete ■ Delayed ■ Not Started ■ On-Track ■ Complete ■ Delayed ■ Not Started ■ On-Track ■ Complete ■ Delayed ■ Not Started ■ On-Track ■ Complete ■ Delayed ■ Not Started ■ On-Track ■ Complete ■ Delayed ■ Not Started ■ On-Track

Number of actions supporting each strategic priority

32 Action Items - Implementation Year 3: FY 2024-2025



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: Execute Step Two of the Financial Road Map as directed by Council, including long term fire and emergency services and parks and recreation funding options.	On track
	Continuing to evaluate revenue options. Polling consultant briefed Council in Jan. on public sentiment and concerns to guide policy making decisions. Additional Council discussions anticipated in Q1 2025 to provide direction on an updated 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: Develop and implement a plan to demonstrate accountability to the community through transparently sharing progress and outcomes from the Safety Levy.	On track
	Public Safety Levy Advisory Committee appointment anticipated in Q1 2025. Dedicated staff will produce and distribute public safety and levy-related stories across a variety of platforms, using multimedia techniques. Press release updating community sent Jan. 2025.	

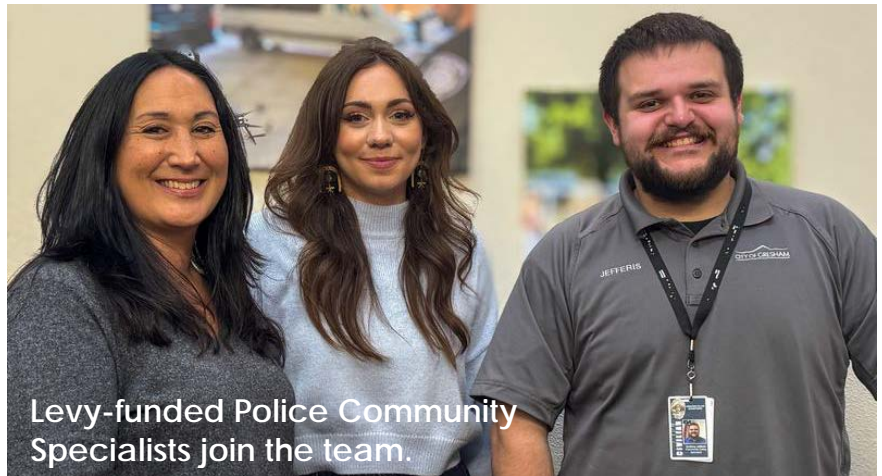
COMMUNITY SAFETY

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.



Levy-funded Police Community Specialists join the team.

Action / Update

Status

	Action / Update	Status
CS-A1	<p>CS-A1: Implement a Ceasefire initiative to proactively address community violence, with a focus on mitigating gun-related incidents.</p> <p>The Police Department will participate with the City in a Ceasefire kickoff meeting. The Ceasefire Contract, administered by the National Institute of Criminal Justice Reform (NICJAR), has reached execution and we will begin implementation planning.</p>	On track
CS-A2	<p>CS-A2: Establish a deflection program that connects individuals to necessary services, such as addiction treatment.</p> <p>While there may be modifications to the county-wide deflection program, the Police Department has completed staff training and operationalized shared deflection procedures to ensure we meet both legislative and local public safety partner's expectations. This has resulted in four deflection referrals and one successful completion of the deflection program.</p>	On track
CS-A3	<p>CS-A3: Collaborate with local school districts to develop a School Safety Plan to clarify roles and actions, ensuring safe learning opportunities for all students.</p> <p>The Police Department was able to assign an officer to a school liaison role. While this is not the return of the full complement of the SRO program, the liaison works with all the districts and schools within Gresham, providing guidance, follow up investigative work and information sharing.</p>	On track

Action / Update (continued)		Status
CS-A4	CS-A4: Work with Multnomah County to explore and implement improvements to the Ambulance Transport System to ensure reliability and adequate response times.	Complete
	Multnomah County is providing additional ambulance services through a settlement agreement with AMR and developed a new County medical transport plan. Staff will continue to evaluate the effectiveness of the plan.	
CS-A5	CS-A5: Continue preliminary design, engineering, costing to replace aging Fire Station 74 and finish high level design and costing options for remaining fire station replacements.	On track
	Input and corrections were incorporated in the plan drawings and distributed on December 20, 2024.	

Strategic Objective CS-B

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



Fire Station 74

Action / Update		Status
CS-B1	CS-B1: Build meaningful connections by creating a Police and Community Together (PACT) program, which will provide opportunities for crime prevention, collaborative safety initiatives, information sharing, and learning opportunities.	On track
	The Police Department continues to provide learning workshops, issues of the new electronic newsletter and other PACT coordinated events. We have obtained approval to hire a PACT Coordinator and are planning to post for this new position by the week of January 20.	

Strategic Objective CS-C

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

Action / Update		Status
CS-C1	CS-C1: Form a Community Oriented Policing Unit to coordinate Gresham's efforts in reducing crime rates, alleviating public fear of crime, and enhancing the quality of life for community members.	Delayed
	Due to staffing changes, the Police Department has delayed the creation of a Community Oriented Policing Unit. However, the Police Department has identified individuals to work on crime reduction initiatives, and the PD will be actively participating in Ceasefire Gresham, which will kick off on January 30. Additionally, the Police Department will adopt a Crime Reduction Plan for Gresham before June 2025.	

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: Collaborate with Multnomah County on the Safe Streets for All grant to reduce traffic fatalities and injuries in East County.	On track
	The East Multnomah County Transportation Safety Action Plan conducted public outreach in summer and fall of 2024. The project team heard concerns around high vehicle speeds, a lack of safe crossings of major streets, and missing lighting making streets unsafe. The project is conducting an analysis of crashes and injuries and will develop recommendations for safety improvement in spring of 2025.	
CS-D2	CS-D2: Research and implement an automated traffic enforcement pilot program.	On track
	The Police Department and DES went before City Council and obtained approval to pilot an automated redlight enforcement system. The pilot is now in the RFP process and a pilot program is anticipated to begin in the first quarter of 2025.	

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	CS-E1: Begin implementing the Gresham Climate Action Plan, including distribution of energy efficiency, weatherization and emergency preparedness resources to the community, and development of a strategy to respond to impacts of heatwaves, wildfires and smoke.	On track
	The City has secured grants for increasing tree canopy, installing solar and energy storage systems, and setting up EV chargers in public spaces. Completed projects include the installation of a 220 kW solar array at the Public Safety Building and the transition to renewable diesel at Operations.	



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-A1: Explore and expand business support mechanisms, including analyzing where support is needed, partnerships with new providers, networking opportunities and potential Urban Renewal grant funding.	On track
	The small business resource guide has been completed and continues to be updated on a quarterly basis. Urban Renewal Storefront grant program has been developed.	

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: Deploy recruitment strategies for industrial and traded sector areas, including creation of a marketing strategy for Gresham Vista Park Lot 8.	On track
	Working closely with the Port of Portland and Greater Portland, Inc to market Lot 8 for new recruitment leads.	
TE-B2	TE-B2: Update and create redevelopment strategies for Downtown and Civic neighborhoods and develop/implement a retail recruitment strategy.	On track
	A promotional campaign for national and regional retail recruitment kicked off in early January with marketing consultant Quinn Thomas. The project will extend through May 2025.	
TE-B3	TE-B3: Assess the City's Rapid Response Team model to adapt to evolving traded sector needs; explore potential expansion to the commercial and retail sectors.	Not started
	Lack of staff capacity has delayed this project to 2025 Q2.	

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: Conduct a commercial developer forum to gain market insight and learn about potential barriers and opportunities within Gresham.	On track
	Development forums with real estate professionals are ongoing with City staff. A future forum will inform retail promotional campaign process.	

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: Begin work with contractor to conduct analysis of future opportunities in the Springwater area using Metro 2040 grant funds.	On track
	The Springwater analysis is underway with consultants Mackenzie and EcoNW.	
TE-D2	TE-D2: 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 Update Project is underway. As a larger-scale code update project, it is anticipated to be complete in FY 25/26.	

Action / Update (continued)

Status

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
	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	HA-A1: Utilize increased funding from the Joint Office of Homeless Services to hire two additional Homeless Services Specialists, provide 7-day/week outreach to people experiencing homelessness, and permanently house at least 55 households with rent assistance.	On track
	Two additional Homeless Services Specialist positions filled. During Winter 2025, the City is piloting 7-day/week outreach to track the impact of weekend hours and determine the most effective model for ongoing staffing and service to community.	
HA-A2	HA-A2: Collaborate with Multnomah County on the use of the Cook Plaza property to ensure Gresham community needs are met.	On track
	Actively collaborating with Multnomah County to advocate for community needs and City expectations associated with this development.	



The City's homeless services team

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: Implement second year of Housing Production Strategy (HPS) including exploration of a new TIF district and continued removal of regulatory barriers.	On track
	The development code update project, currently underway, is part of the HPS implementation. The update is analyzing land use processes with a lens of reducing staff and developer time/process. Gresham has a draft plan for a new TIF district to be considered by City Council later this year.	
HA-B2	HA-B2: Continue negotiating development agreements for multiple affordable rental and homeownership projects with Metro Affordable Housing Bond funding and HOME funding.	On track
	City Council approved the final funding agreement for an affordable homeownership development in December. The second affordable homeownership project funding agreement will go before Council for approval on 1/21. Gresham staff continue to work with ALSO and Home Forward on the investment of HOME and Metro Housing Bond funding into two affordable rental projects.	
HA-B3	HA-B3: Adopt amendments to the Pleasant Valley Plan District that support housing production, quality subdivisions and housing variety.	On track
	The Pleasant Valley Plan Update will go before City Council for consideration/approval in February. Updates include revised housing variety requirements as well as open space requirements within subdivisions.	

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: Continued advocacy to intergovernmental and/or nonprofit partners to ensure reliable access to rent assistance funds for housing insecure members of the Gresham community.	On track
	Seeking additional opportunities for direct referrals to rent assistance. No successful additional resources secured to date this FY given budget constraints facing partner organizations.	

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: Refine event coordination capacity-building training for neighborhoods and grassroots organizations to encourage more community-led events and begin working on implementation.	Delayed
	Conducted briefings with City Council on event strategy. Project delayed pending further discussions and direction.	

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.



Reindeer in Rockwood event

	Action / Update	Status
CV-B1	CV-B1: Staff to reassess City’s recreation program goals, offerings and cost recovery based on variety, accessibility, community feedback and Council direction.	On Track
	The strategic plan for recreation focuses on enhancing community engagement through the introduction of new programs like pickleball, yoga in the park, cultural and holiday events, and inclusive exercise activities. Additionally, it prioritizes strengthening relationships with existing initiatives such as climbing programs and the senior center to maintain a well-rounded portfolio. Staff are committed to collaboration, resource optimization, and innovative programming to meet the evolving needs of the community.	

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: Continue to improve the neighborhood association program to increase community involvement, build stronger neighborhood and community connections.	On track
	Staff met with Coalition of Neighborhoods leadership to discuss a collaborative approach to the project. Currently conducting nationwide research into neighborhood association best practices.	

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: Continue working to update Gresham’s tree code to foster a thriving and equitably distributed tree canopy that supports climate resiliency and healthy living.	On track
	Project goals based on widespread community engagement have been established and reviewed with the Urban Forestry Subcommittee and Planning Commission. Goals include plentiful tree coverage across the city, protection of mature trees and tree groves, reducing urban heat, improving air quality, and supporting healthy living. The project team has begun working on alternative approaches to the policy updates to reflect community goals.	
CV-D2	CV-D2: Collaborate with the community to develop a vision for Wy’East trail amenities.	On track
	Extended project timeline to June to accommodate additional time given weather restraints, for wrap up of community engagement, design-build workshop series, and additional CBO partnership projects.	

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: Begin or continue construction on improvements to current and undeveloped parks as funding allows, including Gradin Sports Park, Rockwood Central and others.	On track
	Construction is progressing as planned.	

QUESTIONS

Elizabeth Coffey

Assistant City Manager

503-618-2247

Elizabeth.Coffey@GreshamOregon.gov

GreshamOregon.gov/Strategic-Plan

CITY OF GRESHAM