

# Action Plan

Fiscal Year 2023-24

## 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

- *Diversity, Equity, and Inclusion*
- *Stewardship of Resources*
- *Authentic Engagement*
- *Innovative and Adaptive*
- *Trustworthy and Accountable*

## **Why a Strategic Plan? *Results for the community***

We know our community has big dreams for Gresham and we want to see them come true. Gresham's citywide Strategic Plan, built to center the community's needs and priorities, and adopted unanimously by City Council, lays a foundation for this progress.

## **What does a Strategic Plan do? *Charts the course***

Our three-year Strategic Plan defines our shared vision for the future and focuses City resources on five key strategic priorities:

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

These priorities, and their supporting goals and objectives, come from considerable community input and feedback. And they drive us toward meaningful outcomes for you, Gresham, and big steps forward on the road to reaching our collective long-term vision.

## **Why a yearly Action Plan? *Specific and measurable progress***

While the Strategic Plan outlines what we focus on, the yearly Action Plan outlines exactly how the City plans to make progress. The Action Plan documents the specific actions City staff will take to move us closer to our Strategic Priority goals.

At the end of each fiscal year, staff evaluate progress, consider resources, and develop the next year's Action Plan. How do we know we're making progress? The Strategic Plan includes success measures meant to hold the City accountable, keep us transparent, and help us improve service delivery, and these are evaluated each year too. This document is our Year 2 (Fiscal Year 2023-2024) Action Plan.

## **What about the day-to-day? *It matters***

The yearly Action Plan documents the specific and strategic actions City staff take, but that's not all we are doing to reach our Strategic Priority goals. Operational work, such as ensuring safe drinking water, recruiting and retaining a strong business community, and repairing roads, happens every day. And as we pilot new actions each year, some of that work becomes operational too. All across the City, we're keeping our eye on our shared vision, and in our day-to-day work, we are building a safe, thriving and welcoming community for all.

# FINANCIAL SUSTAINABILITY

<b>Strategic Priority:</b> <b>Financial Sustainability (FS)</b>	<b>Goal:</b> 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.	
<b>Strategic Objectives</b>	<b>Fiscal Year 2023-2024 Actions</b>	<b>Lead</b>
<b>FS-A.</b> 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.	1. 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.	Elizabeth Coffey
<b>FS-B.</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.	1. 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.	Nina Vetter & Elizabeth Coffey

# COMMUNITY SAFETY

<b>Strategic Priority:</b> <b>Community Safety (CS)</b>	<b>Goal:</b> 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.	
<b>Strategic Objectives</b>	<b>Fiscal Year 2023-2024 Actions</b>	<b>Lead</b>
<b>CS-A.</b> Explore creative ways to supply community safety that maintain core service levels and adapt to community needs and public safety best practices.	1. 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.	Travis Gullberg
	2. 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.	Travis Gullberg
	3. 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.	Travis Gullberg
	4. 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.	Travis Gullberg
	5. 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.	Scott Lewis
<b>CS-B.</b> Develop a public safety relationship with the community to build rapport and trust	1. 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.	Travis Gullberg
	2. 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.	Travis Gullberg
	3. 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.	Travis Gullberg
	4. 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 City sponsored events.	Scott Lewis

	5. 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.	Scott Lewis
	6. Explore creative ways to use the Gresham Public Safety Building to enhance community interaction and connection with Police and Fire.	Travis Gullberg & Scott Lewis
<b>CS-C.</b> Improve livability and increase the community's sense of safety and security.	1. Address retail and auto theft crimes through Gresham Police Department participation in regional joint task forces.	Travis Gullberg
<b>CS-D.</b> Enhance safety around the city's streets, parks, neighborhoods, and transportation networks. Use crime prevention design to reduce harm and improve safety for all.	1. 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.	Joe Walsh
	2. 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.	Travis Gullberg
	3. 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.	Scott Lewis
<b>CS-E.</b> 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.	1. 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.	Steve Fancher
	2. Conduct Climate Action Plan (CAP) community engagement, update the draft Climate Action Plan with feedback and present final Plan to Council for adoption.	Shannon Martin

# THRIVING ECONOMY

<b>Strategic Priority:</b> <b>Thriving Economy (TE)</b>	<b>Goal:</b> Gresham creates greater opportunities for economic well-being and shared wealth for all.	
<b>Strategic Objectives</b>	<b>Fiscal Year 2023-2024 Actions</b>	<b>Lead</b>
<b>TE-A.</b> Promote economic growth by supporting business owners, creating partnerships, and developing a strong local workforce.	1. Develop and implement a replicable partnership model that connects school districts with industry partners to provide regular career exposure to Gresham youth.	Erika Fitzgerald & Emon Ghassemi
<b>TE-B.</b> Develop creative ways to keep existing businesses and recruit new ones with a focus on the diversity of business owners.	1. 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.	Erika Fitzgerald
	2. 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.	Shannon Stadey
	3. 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).	Shannon Stadey
<b>TE-C.</b> 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	1. 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.	Shannon Stadey
	2. 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. (Shannon/Denise)	Shannon Stadey & Denise Johnson

<p><b>TE-D.</b> Lay the groundwork for economic opportunity and mobility for all by prioritizing long-term planning to support future development.</p>	<p>1. Conduct analysis of future opportunities in the Springwater area using Metro 2040 grant funds, if successful in grant application.</p>	<p>Eric Schmidt &amp; Shannon Stadey</p>
	<p>2. Analyze and identify future commercial opportunities in Pleasant Valley to support long-term community vitality.</p>	<p>Shannon Stadey</p>
	<p>3. Identify development code changes that support future development trends to keep Gresham ahead of the curve with flexible uses/zoning.</p>	<p>Shannon Stadey</p>
	<p>4. Complete the 2029 Community Investment Framework Plan, which will identify future project opportunities for investment in the Rockwood-West Gresham Urban Renewal Area.</p>	<p>Brian Monberg</p>
<p><b>TE-E.</b> Develop and start an equitable poverty reduction and prevention plan to address the root causes of poverty and improve overall community wealth.</p>	<p>1. With grant funds and community partners, complete a Social and Economic Mobility Plan for Gresham.</p>	<p>Joe Walsh</p>

# HOUSING FOR ALL

<b>Strategic Priority:</b> <b>Housing for All (HA)</b>	<b>Goal:</b> 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.	
<b>Strategic Objectives</b>	<b>Fiscal Year 2023-2024 Actions</b>	<b>Lead</b>
<b>HA-A.</b> Provide resources to those experiencing homelessness or housing insecurity through collaboration and partnership with other government agencies, nonprofits, and the private sector.	1. 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.	Eric Schmidt
	2. 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.	Jessica Harper
	3. 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.	Jessica Harper & Shannon Stadey
<b>HA-B.</b> Promote and support housing development that is affordable to the Gresham community across all housing types.	1. Fund multiple affordable rental and homeownership projects within Gresham via the annual Metro Affordable Housing Bond funding and HOME funding processes.	Ashley Miller
	2. 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.	Ashley Miller
	3. 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.	Terra Wilcoxson
<b>HA-C.</b> Serve as a community partner to support housing stability by providing access to tools and resources.	1. Advocate to intergovernmental and/or nonprofit partners to ensure reliable access to rent assistance funds for housing insecure members of the Gresham community.	Ashley Miller & Jessica Harper



# COMMUNITY VIBRANCY

<b>Strategic Priority: Community Vibrancy (CV)</b>	<b>Goal:</b> 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.	
<b>Strategic Objectives</b>	<b>Fiscal Year 2023-2024 Actions</b>	<b>Lead</b>
<b>CV-A.</b> Support and host community events that nurture community pride, celebrate diversity, and build Gresham’s reputation as a destination city	1. 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.	Alex Logue
	2. 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.	Alex Logue
<b>CV-B.</b> Support and increase a mix of recreational, arts, and cultural programming for youth and adults to foster community well-being for everyone.	1. Initiate the Parks System Master Plan update that will help identify and prioritize new opportunities for enhancing park spaces.	Joe Walsh
	2. Explore development of a mural policy to support community-building, culturally specific art, and graffiti prevention.	Nina Vetter
<b>CV-C.</b> Promote connection for community members, both social and physical, to meet everyone’s needs regardless of physical ability, language, digital access, etc.	1. Re-examine and improve the Neighborhood Association program to increase community involvement and build stronger neighborhood and community connections.	Michael Gonzales
	2. Advocate for additional mental and behavioral health resources for Gresham at the county, state, and federal levels.	Larry Morgan

<p><b>CV-D.</b> 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.</p>	<p>1. 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>Mary Phillips</p>
	<p>2. 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>Kristin Chiles</p>
<p><b>CV-E.</b> Maintain the quality of Gresham’s natural resources and increase public access to parks and natural areas for recreation and enjoyment.</p>	<p>1. 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>Joe Walsh</p>
	<p>2. Complete design and permitting for grant-funded park improvements at Rockwood Central and other Gresham parks; complete construction in summer 2024.</p>	<p>Joe Walsh</p>
	<p>3. Identify projects to be completed using Metro Local Share funding, seek adoption by Council.</p>	<p>Joe Walsh</p>