

APPENDIX G

**CITY OF GRESHAM STRATEGIC
PLAN YEAR ACTION PLAN 2022-23**

Action Plan 2022-23



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*

FINANCIAL SUSTAINABILITY

Strategic Priority: Financial Sustainability (FS)	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 Objectives	FY 2022-23 Actions	Lead
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.	1. Pursue development and adoption of FY 23/24 revenue tools, including conducting voter polling to explore a potential May 2023 operating levy and designing the City Services Fee.	Elizabeth Coffey
	2. 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.	Steve Fancher
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.	1. With assistance from consultant, execute operating levy outreach plan and continue to refine based on levy timing and scope.	Sarah Cagann
	2. Continue to coalition-build and earn community trust of the City Manager's Office and City Council through initiatives like Champion Gresham.	Nina Vetter
	3. Provide more regular communication to City Council and the community on how the City has spent funds wisely, completed projects on time, and positively impacted the community.	Sarah Cagann
	4. Research and, to the extent possible in Year 1, implement financial transparency tools/actions, which could include an online tool.	Sarah Cagann

COMMUNITY SAFETY

Strategic Priority: Community Safety (CS)	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 Objectives	2022-23 Actions	Lead
CS-A. Explore creative ways to supply community safety that maintain core service levels, adapt to community needs, and public safety best practices.	1. Develop Police Department Strategic Plan in alignment with the City's Strategic Plan, incorporating the 44 recommendations from the Police Organizational Assessment.	Travis Gullberg
	2. Incorporate Fire Standards of Cover recommendations into Fire Department Strategic Plan.	Scott Lewis
	3. Begin acting on the recommendations from the Fire Standards of Cover as part of Fire Department Strategic Plan implementation.	Scott Lewis
	4. Launch internal "safety data review and problem-solving roundtables" to adapt to safety trends in the community, identify creative solutions to safety challenges (grounded in COP and POP) and improve collaboration between all safety-related service areas.	Corey Falls
	5. Ensure the continuity of the Youth Violence Prevention program by securing renewal of the Youth Violence Prevention grant through the State of Oregon by June 2023.	Nina Vetter
	6. Improve the collection, analysis, and sharing of data and information, including launching a transparency dashboard, to improve service delivery, accountability, and collaboration for a safer Gresham.	Corey Falls
	7. Employ innovative best practices to improve police recruitment, hiring, and retention and maintain service levels.	Kevin Barton
	8. Incorporate professional development opportunities to ensure public safety staff are prepared to meet the needs of the community.	Kevin Barton & Assistant Fire Chief
CS-B. Develop a public safety relationship with the community to build rapport and trust	1. Develop and implement engagement plans for public safety that focus on intentional relationship building, education and fun for youth.	Alex Logue
	2. Implement a public safety communications plan that highlights the work of both Police and Fire to address community needs.	Sarah Cagann

<p>CS-C. Improve livability and increase the community's sense of safety and security.</p>	<p>1. Collaborate to improve neighborhood and community livability and social connectivity by offering periodic community events, such as neighborhood and downtown clean-ups.</p>	<p>Jessica Harper</p>
<p>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.</p>	<p>1. Develop a coordinated strategy between Police, Parks and Recreation, and Youth Services to activate the City's parks and improve park safety.</p>	<p>Joe Walsh</p>
	<p>2. Identify and promote specific actions community members and businesses can take to deter crime and violence using CPTED techniques.</p>	<p>Sarah Cagann</p>
	<p>3. Align the Transportation System Plan with the Strategic plan, objective CS-D.</p>	<p>Jay Higgins</p>
<p>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.</p>	<p>1. Adopt Climate Action Plan and support plan implementation.</p>	<p>Shannon Martin</p>
	<p>2. Adopt Natural Hazard Mitigation Plan</p>	<p>Kelle Landavazo</p>
	<p>3. Adopt the Disaster Debris Management Plan.</p>	<p>Shannon Martin</p>
	<p>4. Begin building the infrastructure for the Cascade Groundwater Alliance Project.</p>	<p>Mike Whiteley</p>

THRIVING ECONOMY

Strategic Priority: Thriving Economy (TE)	Gresham creates greater opportunities for economic well-being and shared wealth for all.	
Strategic Objectives	2022-23 Actions	Lead
TE-A. Promote economic growth by supporting business owners, creating partnerships, and developing a strong local workforce.	1. 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.	Eric Schmidt
	2. Work with companies using the Enterprise Zone program to fulfill new workforce development criteria requiring more robust community engagement activities.	Erika Fitzgerald
	3. Advocate at the state level and work in collaboration with regional workforce and education partners for sustained funding for workforce development programming.	Erika Fitzgerald
	4. Make connections between MHCC/ K-12 districts and employers to get industry representatives into classrooms and teachers/counselors onto manufacturing floors.	Geri Van Beek
TE-B. Develop creative ways to keep existing businesses and recruit new ones with a focus on the diversity of business owners.	1. Develop relationships with CBOs working with BIPOC-owned businesses, creating a pathway for better communication with underserved communities.	Shannon Stadey
	2. Update policies to provide clearer paths to business ownership as well as opportunities for Gresham businesses to provide services to the City (procurement).	Sharron Monohon & Shannon Stadey
	3. Establish a regular cadence and format to update and exchange best practices with CBO partners.	Shannon Stadey
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	1. Continue consistent outreach to and engagement with the business community to hear their needs and ensure awareness of City-provided services meant to support their success and growth.	Shannon Stadey

<p>TE-D. Lay the groundwork for economic opportunity and mobility for all by prioritizing long-term planning to support future development.</p>	<p>1. Continue leveraging the Urban Renewal District as a tool to improve the community; track and report Urban Renewal's impacts to the community.</p>	<p>Brian Monberg</p>
	<p>2. Develop a project plan and identify required 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 simplification of code and process.</p>	<p>Eric Schmidt</p>
	<p>3. Ensure proper funding mechanisms and industrial site readiness programs to bring constrained properties to shovel ready status in partnership with state and regional partners.</p>	<p>Erika Fitzgerald</p>
	<p>4. Develop a network of support and services in collaboration with CBO partners to provide entrepreneurs and small businesses with the necessary resources to scale their businesses.</p>	<p>Shannon Stadey</p>
<p>TE-E. 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. Identify and convene a group of partners to conceptualize and scope the creation of an equitable poverty reduction and prevention plan.</p>	<p>Nina Vetter</p>
	<p>2. Identify and act on opportunities between Youth Services and Human Resources to revive and build upon the pathways to employment programs.</p>	<p>Emon Ghassemi</p>

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 Objectives	2022-23 Actions	Lead
HA-A. Provide resources to those experiencing homelessness or housing insecurity through collaboration and partnership with other government agencies, nonprofits, and the private sector.	1. Identify and advocate for direct resources to the city to assist people who are experiencing homelessness or housing insecurity through collaboration with regional and state partners.	Nina Vetter
	2. Secure ongoing funds for a program to provide housing and a time-certain, rent-free period for those experiencing homelessness.	Eric Schmidt
	3. Collaborate with nonprofit homeless service providers operating in Gresham to enhance communication and partnership.	Jessica Harper
HA-B. Promote and support housing development that is affordable to the Gresham community across all housing types.	1. Fund the development of housing that is affordable to community members and encourage homeownership using Metro Affordable Housing Bond Funding and HUD (Housing and Urban Development) HOME funding.	Ashley Miller
	2. Seek Council direction on potential implementation of actions or initiatives identified in the complete 2023 Housing Production Strategy as feasible.	Terra Wilcoxson
	3. Monitor state resources available for the development of affordable ownership housing and work with developers to access funding.	Ashley Miller
	4. Participate in the NYU Furman Center Housing Solutions Lab in Fall 2022 to evaluate local housing strategies for Gresham to implement.	Mary Phillips
HA-C. Serve as a community partner to support housing stability by providing access to tools and resources.	1. Invest Gresham's annual CDBG and HOME funding to meet the needs of community members facing housing instability and homelessness.	Ashley Miller
	2. Continue developing relationships with resource providers and connecting community members in need with applicable housing-related resources.	Ashley Miller

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 Objectives	2022-23 Actions	Lead
CV-A. Support and host community events that nurture community pride, celebrate diversity, and build Gresham's reputation as a destination city	1. Repurpose Arts and Cultural Assistance Grant to focus solely on cultural events to allow for additional funding using existing budget and funnel arts and other project ideas to the Community Enhancement Grant program.	Michael Gonzales
	2. Conduct a scan of existing community events, identify gaps, and develop long term plans for City-hosted events and ownership, and opportunities to partner to encourage community events with financial or in-kind support.	Sasha Konell
CV-B. Support and increase a mix of recreational, arts, and cultural programming for youth and adults to foster community well-being for everyone.	1. Explore staffing model that would build and manage partnerships with sports field users and allow for modest evening and weekend support of City-owned recreation facilities to provide a higher level of customer service and increase usage.	Joe Walsh
	2. Develop and enhance usage of existing community spaces for all ages to recreate and gather.	Joe Walsh
	3. Assess the City's parks inventory and determine what capital improvements could enhance cultural, arts, and recreational programming for youth and adults. Explore ways to implement community feedback on the Parks Master Plan.	Joe Walsh
CV-E. Maintain the quality of Gresham's natural resources and increase public access to parks and natural areas for recreation and enjoyment.	1. Launch Design Phase II of the Gradin Community Sports Park in preparation for construction in FY23/24.	Joe Walsh
	2. Explore best practices for creating, maintaining, and communicating an annual inventory of public and private parks and recreation assets to assist the community with accessing these assets.	Joe Walsh