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KEIZER COMMUNITY DIVERSITY ENGAGEMENT COMMITTEE **AGENDA**

Thursday, December 7, 2023, 6:00 PM
Robert L. Simon Council Chambers

1. **CALL TO ORDER**
2. **COMMITTEE REPORTS**
3. **APPROVAL OF MINUTES**
 - a. November 2023 Minutes
4. **APPEARANCE OF INTERESTED CITIZENS**
5. **COUNCIL REPORT/OBSERVANCE RECOGNITION ASSIGNMENTS**
 - a. Update Chart
6. **STRATEGIC PLAN UPDATE - FEEDBACK FROM CDE COMMITTEE**
 - a. Strategic Plan Update
7. **COMMUNITY ORGANIZATIONS**
 - a. Review Lists & Updates to be made by Staff
8. **REVIEW EQUITY AGREEMENTS – STAY ENGAGED**
9. **BOOK STUDY: SUGGESTED BOOKS OR THOUGHTS ON HOW TO BROADEN THE COMMITTEE'S UNDERSTANDING OF DEI WORK**
10. **NEW BUSINESS**
 - a. Discussion on offering info on Utility Bills and other City documents in Spanish--and other languages listed by the Secretary of State Election Division, which are:
 - Spanish - estimated number of speakers: 27,066

- Russian - estimated number of speakers: 1,263
- Chinese- estimated number of speakers: 654
- Vietnamese - estimated number of speakers: 338
- Marshallese - estimated number of speakers: 336

b. Task List for Consultant:

- Define diversity, equity and inclusion
- Create the Keizer Equity Lens
- Work through equity agreements - rules of conduct
- Identify ways to engage the community without violating public record laws
- Develop an engagement survey
- Review task and purpose documents
- Assist with creating an action plan with measurables

11. OTHER BUSINESS/ STAFF LIAISON REPORT

12. JULY 4, 2024 MEETING FALLS ON A HOLIDAY: WOULD YOU LIKE ME TO SCHEDULE THE MEETING FOR WEDNESDAY, JULY 3RD -OR- THURSDAY, JULY 25TH – OR CANCEL JULY’S MEETING?

13. ADJOURN

Next Meeting: 01/04/2024

“Agenda Management Services are being supported, in whole or in part, by federal award number 21.019 awarded to City of Keizer by the U.S. Department of the Treasury.”



MINUTES
KEIZER COMMUNITY DIVERSITY ENGAGEMENT COMMITTEE
Thursday, November 2, 2023
Robert L. Simon Council Chambers

Call to Order

Chair Laura Reid called the meeting to order at 6:02 p.m. Attendance was noted as follows:

Present:

Laura Reid, Chair
Tammy Kunz
Thais Rodick
Carrie Brown (6:03)
Stephanie Cross
Nevaeh Music
Shaney Starr

Absent:

Benita Picazo, Vice Chair
One Open Position

Staff:

Dawn Wilson, Deputy City Recorder
Tim Wood, Assistant City Manager

Approval of Minutes

a. October Minutes

Tammy Kunz moved for approval of the October Minutes. Thais Rodick seconded. Motion passed as follows: Kunz, Starr, Rodick, Reid, and Cross in favor with Brown and Picazo absent and one open position.

**Appearance of
Interested Citizens**

None.

**Council
Report/Observance
Recognition
Assignments**

**a. Council Meeting -
December 4th**

Tammy Kunz will report to the Council on December 4th.

**b. Human Rights
Day - December
10th**

Thais Rodick will work with Mayor Clark on the Proclamation.

**Review Equity
Agreements ~ Stay
Engaged**

Community Diversity Engagement (CDE) Committee notebooks were provided to each Member containing Committee information and projects.

Clarification was made on the Equity Lens Agreements in that it's a specific way that the Committee can look at the Neighborhood Transportation Program.

The Committee wants to keep all lenses as is with a change to be made to # 5 to read: "Resource allocation and budget," and they want to approve equitable processes.

When developing an Equity Lens, the Committee requested that a professional guide them through the process for the CDE Committee. Assistant City Manager Tim Wood will add this to the list for a possible consultant.

Thais Rodick suggested a collaborative process before making a change.

a. Community Organizations ~ Possible Meetings to Attend

Chair Reid suggested the Committee Members share which meetings they are already attending so they can be responsible for keeping the Community Diversity Engagement Committee up-to-date on those Committees. The idea is to go into the community and bring information back. Discussion ensued as to the best way to use this list and it was suggested that the list of organizations could be a fluid, living document to update periodically.

The Tasks section of the CDE Resolution states that this list was designed to use for items 2 and 3. We can add contact information to the list for future reach out.

The Committee could invite a few organizations to attend a CDE Committee meeting to share what they do. The Members will review the list to see which meetings may not pertain to the CDE Committee. Chair Reid suggested that the Members try to get some contact information. Councilor Starr suggested making notes on the list for staff to make updates, and the Committee agreed.

Committee Member Reports

Chair Reid shared that the Storyteller at the Homegrown Theatre will be an exciting prospect on November 15th.

Nevaeh Music reported that McNary is trying to get a Native American event during lunch each Thursday. They only have half of an advisor for two meetings a month. The Latino Club, The Black Student Unit and Pacific Islanders have been active.

Carrie Brown reported that the Community Dinners are going well, and they are on the 4th Wednesday, except that there will be no dinner in December. They are intended to build a community. The McNary Culinary Arts had a delicious dinner. The dinners are free and they accept donations.

New Business

None.

**Other Business/Staff
Liaison Report**

There was discussion on the DEI Deconstructed book study regarding the last three chapters. Chair Reid said that page 267-268 has the four levels that is an important articulation, which focuses on trust and uses information from surveys, creating infrastructures, successful execution, feedback, and sustained impact and value over time. The Committee has a Diversity, Engagement, and Inclusion (DEI) statement, which is the Justice, Equity, Diversity and Inclusion in Appendix "A" (item # 3) in Resolution R2021-3225. The Keizer Statement of Values and Mission of Justice, Equity, Diversity and Inclusion needs to be added for the City Council's Resolution. They have some objectives, which need to be more specific. They regularly share outcome data, and the book shows lots of ways as to how not to do things.

Discussion ensued as to the process of using this book and how it was chosen. If there's another book, there should be suggestions and input from the Committee. Continuous learning is always a good thing, so they would like to do another book study. Members could also read their own book and share pertinent insights. Members agreed to look at their bookshelves and lists of books in order to bring back suggested books to read or provide thoughts on how to broaden the Committee's understanding of DEI work and how to help the community to understand the Committee's DEI work in a more comprehensive way.

Assistant City Manager Tim Wood provided an update on the Strategic Plan. He stated that the City received info from consultants and are drafting an Action Plan to take steps to achieve some of the identified goals. It will then go out for community engagement. It will come back to this Committee for meaningful feedback to see if there's anything missing and if action items may impact the various groups negatively or positively. Something should come back to this Committee at the meeting. The Committee would like to work with the consultant at the next Committee Diversity Engagement Committee meeting. Councilor Reid confirmed that the Committee's objective is its Mission Statement.

Mr. Wood reminded that there are lots of ways to engage in the community with the holiday season and to look out for your neighbors.

**Adjourn ~ Next
Meeting: December 7,
2023**

Adjourned at 7:05 p.m.

Minutes Approved: _____

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**COMMUNITY DIVERSITY ENGAGEMENT
COMMITTEE PRESENTATION ASSIGNMENTS**
Updated November 28, 2023

Month	Observance	CDE Committee Member
February	Black History Month	
March	Women's History Month	
April	Child Abuse Prevention Month	
May	Older Americans Month	Tammy Kunz
	Asian Pacific Heritage Month	Carrie Brown
	Jewish American Heritage Month	
June	Lesbian, Gay, Bisexual, Transgender and Queer Month/Pride Month	
June 19	Juneteenth	
Sept 17 – 23	Constitution Week	
Sept 15 ~ Oct 15	National Hispanic Heritage Month	
October	National Disability Employment Awareness Month	
October 10	Indigenous People's Day	
November	Native American Heritage Month	Niveah Music
December 10	Human Rights Day	

CITY OF
KEIZER
Strategic Plan for the Future



City of Keizer
Strategic Plan

2024 – 2028



Acknowledgments

CITY COUNCIL

Cathy Clark, Mayor
Laura Reid, Councilor
Shaney Starr, Councilor
Kyle Juran, Councilor
Soraida Cross, Councilor
Robert Husseman, Councilor
Dan Kohler, Councilor
Grayton Woodward, Youth Councilor

STRATEGIC PLANNING TEAM

Adam Brown, City Manager
Tim Wood, Assistant City Manager/Finance Director
Melissa Bisset, City Recorder
Andrew Copeland, Police Lieutenant
Machell Depina, Human Resources Director
Bill Lawyer, Public Works Director
Andrew McCowan, Police Detective
Kristen Meyers, Human Resources Generalist
John Teague, Police Chief
Kaileigh Westermann-Lewis, Environmental Program
Coordinator
Shane Witham, Planning Director

SSW Consulting Team

Sara Singer Wilson, Principal/Owner
Ashley Sonoff, Associate
Sasha Konell, Communications + Engagement Strategist



SSW CONSULTING



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A Message from the Strategic Planning Team

In Keizer, community is a way of life, where the values of pride, spirit, and volunteerism are deeply rooted and foster the small-town atmosphere that shapes the distinct community identity. Since the incorporation of the City in 1982, Keizer has been a place where residents give back in a variety of ways to make the community better for all. We celebrate a strong tradition of showing up to solve challenges and maintaining institutions to sustain the things we value.

The population in Keizer has grown nearly 10 percent in the last decade. We are seeing more people move to Keizer, new businesses setting up shop, and greater diversity within our community. With growth comes change, but also the opportunity to chart our own course for the future. We are at a critical juncture as we consider how we want to grow as a community: opportunities for housing, our local economy, and community amenities all play an important role in how we safeguard the characteristics that make Keizer a unique and a desirable place to live, work, and play.

The reality is we are a small town experiencing growing pains. We have a strong and capable City government organization equipped to serve the community, but the continued growth paired with increasing costs of services outpacing limited revenues challenges the City's ability to maintain services at the level our residents have come to expect. There are many priorities in our community and in order to serve our community to best of our ability, we need to take a strategic approach in our work plans to understand, prioritize, and appropriately resource the issues and needs most important to our residents and organization.

To address these challenges, the City embarked on the development a five-year strategic plan for the organization to align our work with our organization's purpose and vision for the future. Over the past year, we have engaged hundreds of community members through in-person events, an online survey, and interviews to gather their priorities, concerns, and suggestions for the next five years. We also engaged with nearly every staff member in the City to understand their needs and ideas to strengthen and equip the organization with the tools and resources needed to provide the best services possible to residents. We are immensely grateful to everyone who shared their ideas with us for the future of Keizer. This input directly influenced the development of the strategic plan, including the organization's mission, vision, values, goals, and supporting actions that will bring the goals to life.

This plan will be used as a roadmap to guide our organization's day-to-day and long-term decision-making, delivery of services to the community, and partnerships with community organizations to advance our shared goals and vision for the future. We will regularly communicate our progress and commit to annually updating this plan to maintain responsiveness and relevance to community priorities. Thank you for joining us in this process. We are grateful to our supportive and engaged residents, businesses, and organizations. We simply couldn't do it without you. Let the journey begin!

Introduction

In January 2023, the City of Keizer began the process to develop a strategic plan to guide the organization in the delivery of services to the community over the next five years. The strategic plan includes the organization’s mission, vision, and values, as well as defined goals with supporting actions to drive the organization forward in alignment with the community-wide values, needs, and priorities as well as internal organizational needs. The strategic plan is a useful tool to guide the organization and Governing Body in aligning the allocation of resources with their long-term vision and strategic goals during the annual budget process.

As Keizer’s population continues to grow and change, City leadership saw an opportunity to pause and reflect on how the community has been successful in recent history and consider opportunities on the horizon to ensure Keizer remains a wonderful place to live, work, learn, and play for years to come.

The strategic planning process included the City Council, City organization, and community members in the development of shared goals, an action plan, and implementation structure to bring the plan to life. The process built on the City’s previous goal setting and planning work to develop a clear mission, five-year vision, values to guide the organization in achieving the vision and supporting the mission, and six goal focus areas. As a result, the process supported the development of a cohesive team amongst the organization and Council aligned around the shared five-year goals.

The strategic plan includes an action plan with strategies to advance the goals. Each strategy includes a project lead and timeline for implementation to inform the allocation of resources and staff capacity. As the organization implements the strategies, project teams will identify success measures to track and communicate progress with staff, City Council, and the community. The strategic plan is designed to be updated on a regular basis to ensure goals and actions remain aligned with organization and community priorities and needs.

The City of Keizer values our community and is committed to providing responsive and quality services to all. The strategic planning effort has provided the opportunity to come together to assess the needs of our community and organization and determine our direction and priorities for the next five years. As the City shifts to a culture of strategic management, the strategic plan will guide both long-term planning as well as daily decisions concerning the future of the community, delivery of services, and organizational alignment.

Goals + Process

Strategic Planning Goals

The strategic planning effort set out to achieve the following goals:

- Develop a clear mission and five-year vision for the organization,
- Identify the values that will guide the organization in achieving the vision and supporting the mission,
- Build a cohesive team amongst the organization and Council that is aligned around shared five-year goals, and
- Conduct inclusive community engagement to inform the development of the plan and build support for implementation.

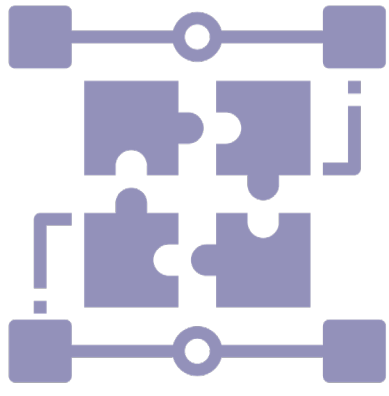
Strategic Planning Process

Inclusive community engagement served as a guiding principle to develop the strategic plan to ensure the resulting organization mission, vision, values, and goals reflect the needs and priorities of the community over the next five years. The strategic planning process included a variety of engagement opportunities with community leaders, business community, education community, residents, City Council, and staff to collect input from as many perspectives as possible. When a strategic plan is developed with an engaged and supportive team, it strengthens operations and ensures teams are working toward common goals.

Rooted in inclusivity and transparency, the strategic planning process was organized into three phases:



Community Engagement



Strategic Plan Development



Review + Adoption

Phase 1: Communication and Engagement

The purpose of Phase 1 is to engage and connect with the Keizer community and organization to gather thoughts and ideas about needs and priorities from multiple perspectives to inform the organization’s mission, vision, values, and goal focus areas.

To support the strategic planning project goals, the City assembled the strategic planning team, comprised of eleven staff members from across the organization to represent all departments to guide and inform the development of the strategic plan. The strategic planning team supported the overarching project goals as well as the following goals specific to the engagement process:

- Engage stakeholders to develop a five-year strategic plan that will guide the City of Keizer,
- Create project awareness across the community and organization, and
- Facilitate inclusive outreach opportunities to ensure the vision and values are reflective of Keizer.

The project team developed a communications and engagement strategy outlining how the communication and engagement would support these goals, the various stakeholder groups who will play a role in the process and a description of their role, effective ways to engage and foster relationships with stakeholders, outreach tools and activities, and data management. Building on this strategy, the project team worked together to develop multiple tools and opportunities to engage the organization and community in the development of the strategic plan, including:

- Strategic Planning Council workshop
- Strategic Planning Leadership Team workshop
- Council interviews
- Community leader interviews
- Presentations and outreach to Boards and Commissions
- Online survey for staff and community members
- Project website
- Project fact sheet
- City Manager emails
- Press release
- Posters, flyers, and A-frames displayed at Civic Center and community events
- Utility bill insert (digital and mail)
- Social media

These engagement tools built awareness of the strategic plan process with the City Council, staff, and community members to explain why the City is developing a strategic plan, how it will be used, and how to get involved in the process. Additionally, the tools enabled the project team to collect input and ideas from a variety of staff perspectives to inform the purpose of the organization, where the organization should focus resources over the next five years, and how the work is carried out by the organization. The engagement process provided a variety of in-person and online opportunities for community members and staff provided input on needs, challenges, opportunities, and priorities for the City organization as well as the broader community.

Engagement by the Numbers

3	Strategic Planning Workshops
12	Community Leader Interviews
17	Community Group Presentations + Events
717	Survey Responders
11,000	Utility Bill Inserts (mail + digital)

[illegible]

The purpose of Phase 2 is to identify the needs and desires of the community and organization based on the input gathered during Phase 1 and develop the organization's strategic plan framework, which includes the mission, five-year vision, values, and goal focus areas. Between June-July 2023, the project team analyzed thousands of community and staff comments collected from all engagement tools to identify common threads, themes, and ideas to inform the development of the draft mission, vision, values, and six goal focus areas. The project team shared the outreach themes and draft framework with the organization and City Council to continue to build awareness around the plan development and ensure the plan structure resonated with staff and captured the needs and desires of both the community and organization.

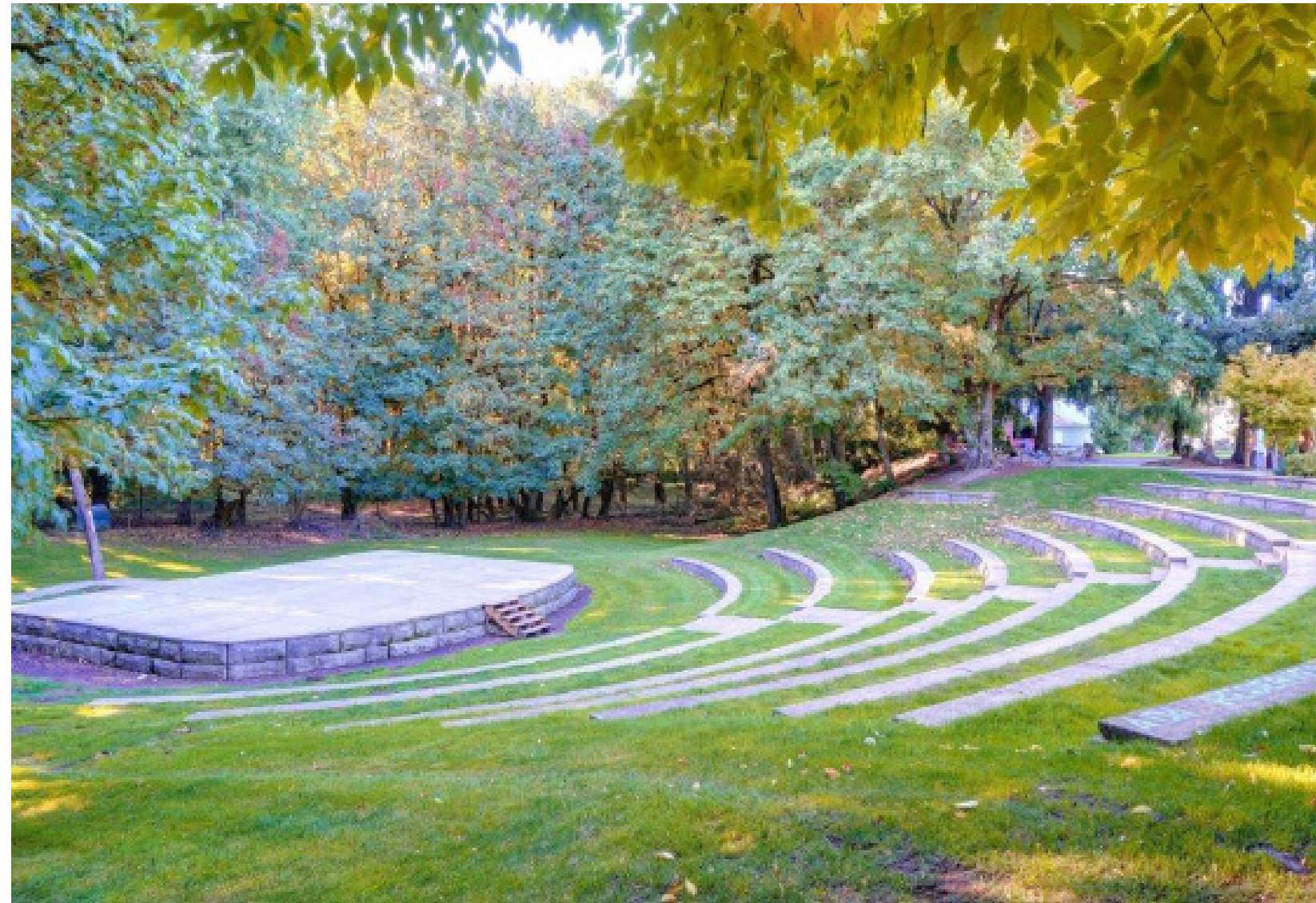
In October, the strategic planning team gathered with additional staff representation from all levels of the organization for an action planning workshop provide feedback on the mission, vision, values, and goals and consider all planned future projects, existing projects underway, and news ideas to support the goals. Working in both small groups and as a whole, staff members participated in facilitated brainstorming discussions to identify potential actions to support the goals. Following the workshop, the project team refined the actions and developed an action plan. Workshop participants reviewed the draft action plan with their respective departments and provided feedback to ensure the action plan is comprehensive and reflective of the City's strategic direction.



Phase 3: Review + Adoption

The strategic planning team presented the draft strategic plan to the organization and community for review and comments in November. Staff were encouraged to consider how the mission, vision, and values resonated with them and if they saw their work and the work of their departments adequately reflected in the strategic plan action plan. Similarly, community members and City Council reviewed the plan to ensure the direction aligned with community needs and priorities.

Following the community and staff review period, the team incorporated the feedback collected into the revised draft strategic plan presented to City Council for adoption. The Council adopted the strategic plan on December 18, 2023.



Mission, Vision + Values



Mission

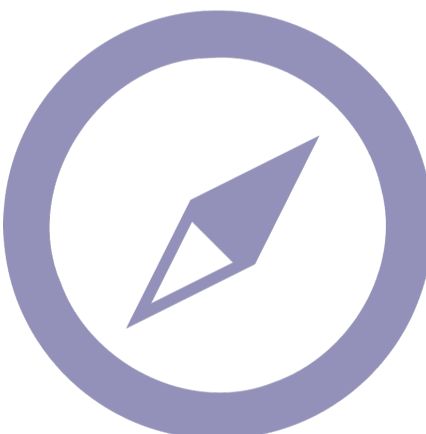
We provide excellent city services to support quality of life, safety, and community for all.



Vision

SERVICE – STEWARDSHIP – CONNECTION

We value and serve all people with excellent, high-quality services. As stewards of the community, we support a fiscally sustainable organization, well-managed infrastructure, a thriving economy and great neighborhoods. We are connected through strong engagement networks rooted in the community values of pride, spirit, and volunteerism.



Values

Be **R**ESPONSIBLE

Be **E**XCELLENT

Be **A**CCESSIBLE

Be **C**OMPASSIONATE

Be **H**ELPFUL

What is the difference between the Mission + the leadership philosophy?

The **mission** expresses the purpose of the City of Keizer organization. In essence, the mission answers the question, “Why do we exist?” The mission statement is owned by the City Council and city staff work under that direction to carry out the council’s intent.

Keizer’s **vision** describes the desired future state of the organization over the next five years. It is the aspirational statement describing how we want our organization to look, feel, and function in service to the Keizer community. The goals and action plan describe how we will achieve the vision.

The **leadership philosophy** is owned by staff and encompasses the City’s approach to empowering employees to achieve the mission. It describes how employees in the organization want to participate in the direction of the organization and under what circumstances they perform their best work.

KEIZER LEADERSHIP PHILOSOPHY

We strive to make Keizer a place where people want to work and live.

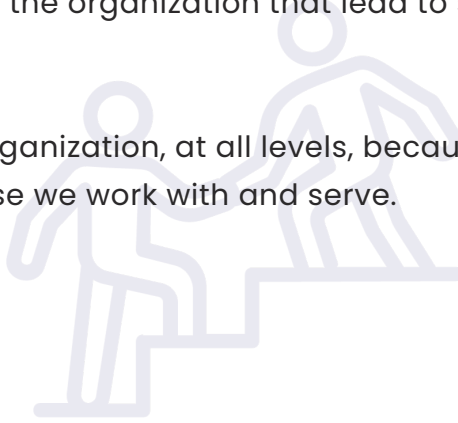
We work collaboratively to identify innovative solutions that have a sustainable and long-term benefit for the community.

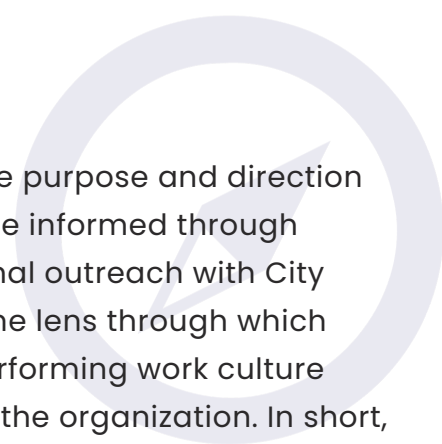
We believe the best decisions are made when we trust each other to be flexible in developing solutions, sharing knowledge, being creative and communicating openly and clearly.

Our team encourages each other, promotes personal growth, and works hard with service to others as a focus.

We believe diversity, creativity, knowledge, adaptability, clear communication and open-mindedness are characteristics found throughout the organization that lead to success internally and externally.

Together we have a stake in the success of this organization, at all levels, because we are empowered to achieve positive outcomes for those we work with and serve.





VALUES

At the City of Keizer, our values are guiding principles that provide purpose and direction for employees to advance the mission and vision. The values were informed through the strategic plan outreach process and refined through additional outreach with City staff. The resulting values are a set of core beliefs and serve as the lens through which employees carry out their day-to-day work and foster a high-performing work culture where employees thrive and contribute to the shared success of the organization. In short, the Keizer team uses these values REACH strategic plan goals.

Be **R**esponsible

- Maintain and protect assets, especially as we grow
- Work hard to get the work done right
- Use our resources wisely
- Our stewardship of public resources promotes trust

Be **E**xcellent

- Responsive
- Consistent
- High-quality services
- Culture of learning and improvement

Be **A**ccessible

- Customer service
- Active engagement with community and internally with organization
- Connection between the community and the City + among depts
- Two-way flow of information and engagement on projects and initiatives
- Community is informed and feels their voice is valued in the process

Be **C**ompassionate

- Hometown pride
- Invested in community
- High morale
- Supportive environment
- Positive working relationships
- Employee wellness

Be **H**elpful

- Work effectively together
- Collaborate across departments to eliminate soloists and silos
- Have trust and respect for one another
- Act with kindness and respect

ACTION PLAN

The Action Plan contains the policies, programs, and projects the City of Keizer will implement to fulfill the organization’s mission and achieve the five-year vision and supporting goals.

What is an action?

The actions represent a policy, program, or project. The actions are organized by goal areas and support the overall organization mission and vision. The actions were informed directly by the ideas and priorities shared by community members and Keizer employees during the strategic plan outreach process.

The scope and timeline of the actions vary. Some actions are significant undertakings and will require multiple years to achieve, while others are smaller in nature and can be achieved in a shorter time frame. Regardless of size and scope, all actions play a critical role in improving the delivery of services to the community.

Who is responsible for implementing these actions?

The actions of the Strategic plan are internally focused with the Keizer organization responsible for implementing these actions. Each action will be assigned to a project lead and team of Keizer employees. While the City plays a critical role in achieving these actions, the organization, and ultimately the community, will be most successful through working together with community partners to implement the plan.

Plan Implementation

Following the Council’s adoption of the strategic plan, City staff will use input and direction from the Council to prioritize the actions for implementation based on staff capacity and available resources. City staff will identify leads for each action. These leads will be responsible for the following:

- Overseeing the implementation of the action
- Developing a project charter (will identify the project team, stakeholders, timeline, key performance indicators, etc.)
- Identifying resources for implementation
- Engaging and updating the Council, City organization, and community as needed
- Reporting progress, challenges, and opportunities to consider during implementation
- Recommending updates to the action if needed

Accountability Framework

The strategic plan aims to be a living document to guide the organization in delivering services to the community. The strategic plan directs both long-term projects as well as day-to-day operations. To remain relevant and responsive to community and organization needs, the following systems will be adopted to ensure City staff’s work is a direct reflection of the City Council’s strategic vision.

Budget Alignment System

Once the action leads have been assigned and the work has been prioritized, the actions prioritized for implementation will be considered in the annual budget development process. A new phase of the budget process will be added to specifically address the strategic plan. This will help in identifying resources and capacity to implement the action. On an ongoing basis, the budget process will include an annual review of strategic plan goals and action plans with a report on the successes and measurements of performance indicators.

Agenda Item System

Staff has already built in space on staff reports in anticipation of having strategic goals. Each staff report will address the relevance of that specific business item to the Council’s strategic plan. Those items with strategic impact will be written very specific about how it relates to the plan. Those items that have nothing to do with the plan will say “No strategic impact.”

Reporting System

As the City of Keizer shifts to a high-performance organization with a culture of strategic management, the organization aims to become a more efficient, effective, and transparent system of providing services to the community. The goals and actions within the strategic plan were a result of significant engagement with the community and organization to focus on the top priorities and needs. To promote ongoing transparency, responsiveness, and relevancy to the community and organization, the staff commit to the following:

- Identifying feasible and measurable key performance indicators (KPIs),
- Regular community engagement to gather feedback on Strategic Plan direction, and
- Comprehensive Strategic Plan update every five years

Goals

Promote a safe, healthy, and attractive community to preserve the quality of life for all

Develop and enhance transportation infrastructure to support a safe, mobile, and connected community

Align resources with financial and economic policies to support a thriving local economy

Improve communications and strengthen relationships within the community and organization to build trust, support decision making, and foster a welcoming community for all

Responsibly plan and invest in community infrastructure and built environment to foster sustainable growth that preserves Keizer’s small-town feel

Promote a resilient and financially stable organization equipped meet the needs of a growing community



Goals

Goal One

Promote a safe, healthy, and attractive community to preserve the quality of life for all

Actions	Action Lead	Year
1.1 Increase public safety data sharing and reporting to community	Pending	Pending
1.2 Complete camera installation on street posts and in parks	Pending	Pending
1.3 Strengthen relationships between Police Department and community members	Pending	Pending
1.4 Increase staff capacity to address homelessness	Pending	Pending
1.5 Develop citywide emergency management plan to address continuity of operations and hazard mitigation (*)	Pending	Pending
1.6 Develop funding opportunities to support the creation of an emergency manager position	Pending	Pending
1.7 Develop a long-term staffing strategy for Police Department	Pending	Pending

(*) = City Council Priority

Goal Two

Develop and enhance transportation infrastructure to support a safe, mobile, and connected community

Actions	Action Lead	Year
2.1 Implement Sidewalk Gap and Repair Program (*)	Pending	Pending
2.2 Update Transportation System Plan (Includes plans for sidewalk infill, crosswalks, bike lanes, maintenance plan for residential streets, etc.) (*)	Pending	Pending
2.3 Complete River Cherry Overlay District (*)	Pending	Pending
2.4 Increase capacity to respond to ice and snow on roads	Pending	Pending
2.5 Complete yearly overlay program to address road maintenance	Pending	Pending
2.6 Designate alternative bike route to River Road	Pending	Pending
2.7 Develop connection path between parks, trails, and neighborhoods (e.g., Keizer Rapids Park to Salem Riverfront, trails between parks, etc.)	Pending	Pending

(*) = City Council Priority

Goal Three

Align resources with financial and economic policies to support a thriving local economy

Actions	Action Lead	Year
3.1 Update Economic Opportunity Analysis	Pending	Pending
3.2 Develop Economic Development Strategy (Includes identifying opportunities to assemble parcels for development, exploring/analyzing opportunities for city-owned properties for recruiting businesses, etc.)	Pending	Pending
3.3 Enhance partnership with SEDCOR to market our properties	Pending	Pending
3.4 Partner with Chamber of Commerce to support economic gardening program	Pending	Pending
3.5 Leverage Civic Center as a tool for economic development (e.g., community events, etc.)	Pending	Pending
3.6 Conduct urban renewal analysis to revitalize River Road	Pending	Pending
3.7 Explore feasibility of business license fee to support economic development	Pending	Pending
3.8 Revisit Willow Lake Settlement Agreement	Pending	Pending
3.9 Revise purchasing policies to support local businesses	Pending	Pending

Goal Four

Improve communications and strengthen relationships within the community and organization to build trust, support decision making, and foster a welcoming community for all

Actions	Action Lead	Year
4.1 Develop citywide communications plan (e.g., e-newsletter to community, social media policy, identify and reach missing voices, incorporate DEI, providing language translation to existing services, etc.)	Pending	Pending
4.2 Hire citywide Public Information Officer to provide coordinated and consistent information to community	Pending	Pending
4.3 Research and develop new and innovative engagement tools to try as pilot programs, ncluding ways to engage new voices	Pending	Pending
4.4 Complete website redesign to enhance end user experience	Pending	Pending
4.5 Conduct civic engagement strategies to educate and inform community on City services (e.g., Citywide open house)	Pending	Pending
4.6 Conduct bi-annual community survey	Pending	Pending
4.7 Conduct community engagement to explore potential funding mechanisms	Pending	Pending
4.8 Complete Volunteer Committee Training	Pending	Pending
4.9 Identify and prioritize local vendors for translation and interpretation services	Pending	Pending
4.10 Identify and implement opportunities and tools for employee engagement and collaboration (e.g., in-person, digital, events, two-way flow of communication, coordinated meetings, etc.	Pending	Pending
4.11 Increase diversity of workforce to reflect demographics of community	Pending	Pending

Goal Five

Responsibly plan and invest in community infrastructure and built environment to foster sustainable growth that preserves Keizer’s small-town feel

Actions	Action Lead	Year
5.1 Conduct outreach to growth areas (North of Clear Lake Road)	Pending	Pending
5.2 Conduct Housing Needs Analysis + Production Strategy	Pending	Pending
5.3 Finalize and adopt housing production strategy	Pending	Pending
5.4 Research and explore options for UGB expansion (including financial analysis)	Pending	Pending
5.5 Conduct public engagement and/or polling on growth opportunities	Pending	Pending
5.6 Develop Public Works Facility Plan	Pending	Pending
5.7 Conduct public utilities analysis	Pending	Pending
5.8 Conduct analysis and compile Council Report of all information related to UGB expansion and consequences of each option (Housing, employment, transportation)	Pending	Pending
5.9 Support policies to encourage well-rounded zoning for housing by State law (*)	Pending	Pending
5.10 Complete Parks Master Plan Update and Parks projects	Pending	Pending
5.11 Explore funding mechanisms to spur development and redevelopment (*)	Pending	Pending

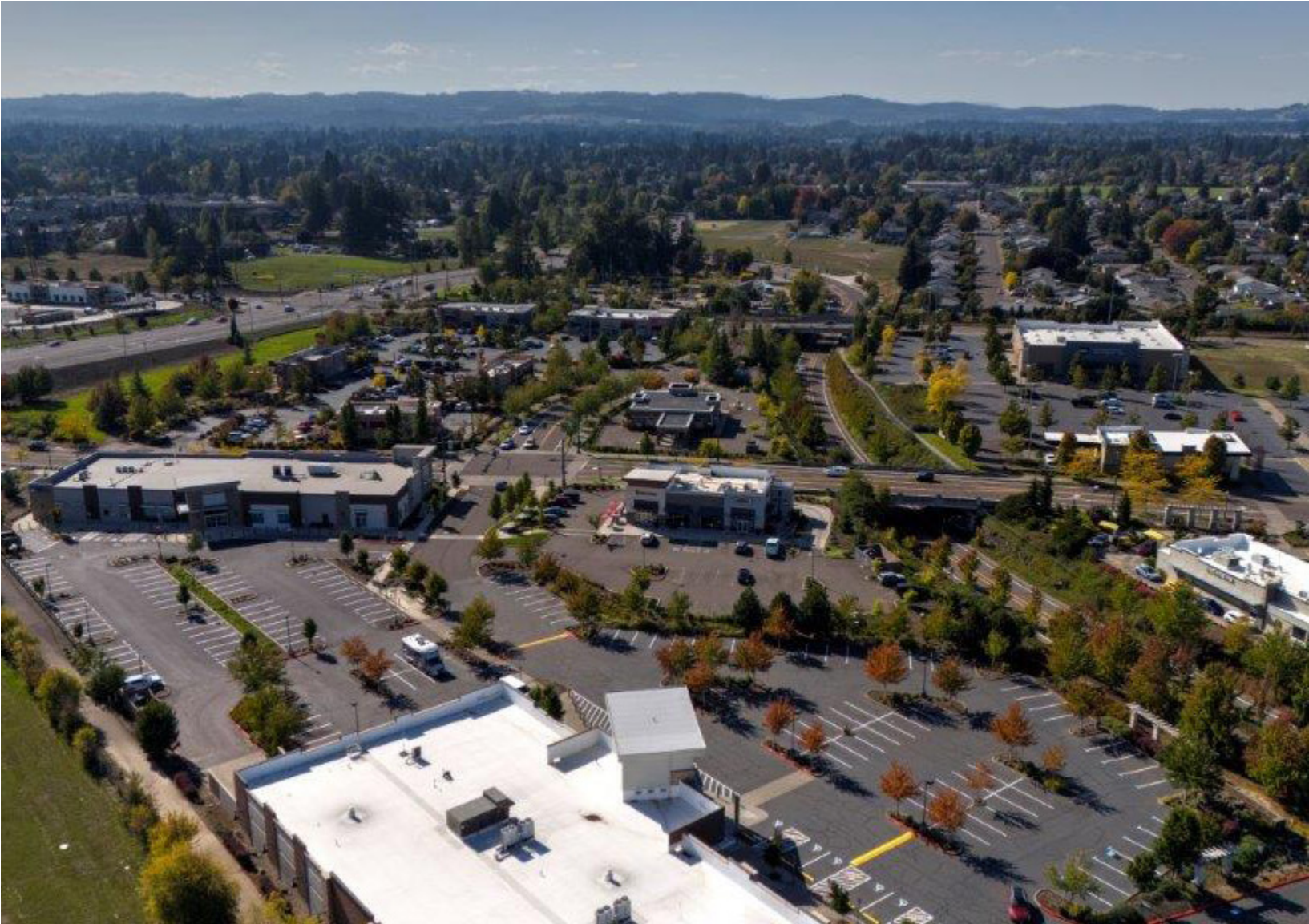
(*) = Council Priority

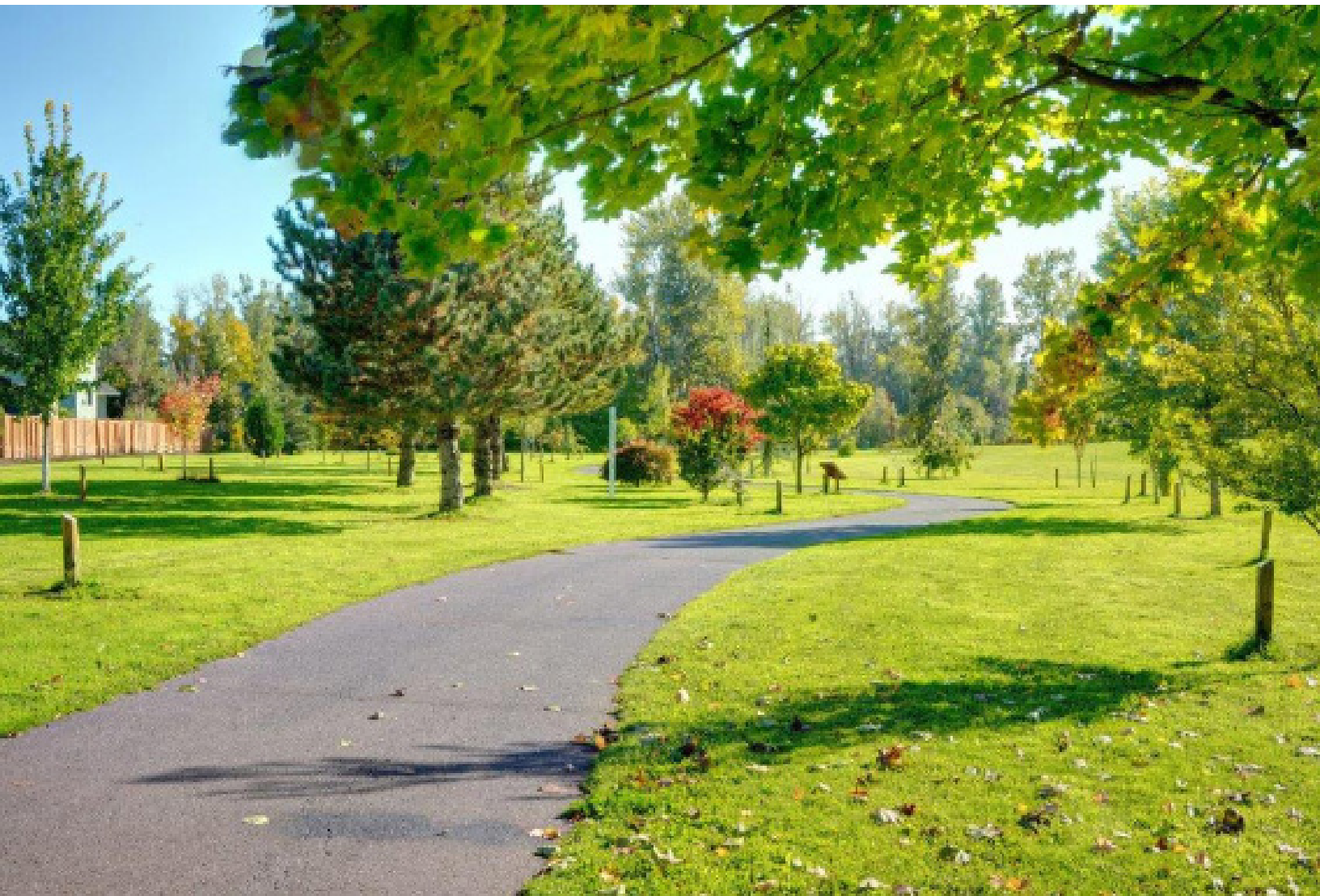
Goal Six

Promote a resilient and financially stable organization equipped meet the needs of a growing community

Actions	Action Lead	Year
6.1 Conduct organizational assessment to evaluate organizational efficiency and implement recommendations	Pending	Pending
6.2 Conduct technology audit and needs analysis to streamline the City's use of software and applications	Pending	Pending
6.3 Develop and implement a process improvement program and resources	Pending	Pending
6.4 Develop cross-training and other strategies to retain institutional knowledge	Pending	Pending
6.5 Complete analysis of potential funding mechanisms to support General Fund	Pending	Pending
6.6 Conduct bi-annual community survey	Pending	Pending
6.7 Develop and provide access to employee well-being resources	Pending	Pending
6.8 Develop a cityside sustainability plan	Pending	Pending
6.9 Update Asset Management Plan	Pending	Pending
6.10 Conduct Water Rate Structure Study (*)	Pending	Pending
6.11 Complete City Ordinance Codification (*)	Pending	Pending
6.12 Complete Water Master Plan Update (*)	Pending	Pending
6.13 Complete Water Main Replacements (*)	Pending	Pending

(*) = Council Priority





CITY OF
KEIZER

Strategic Plan for the Future

City of Keizer

930 Chemawa Road NE
Keizer, OR, 97303

503.390.3700

Organizations/Groups Operating in Keizer - updated: December 27, 2023

	GROUP	CONTACT INFO	MEETS	CDE VOLUNTEER	NOTES
1	City of Keizer				
a	City Council		1 st & 3 rd Monday – 7:00 pm	Tammy & Laura	
b	Audit Committee		Annually in January	N/A	
c	Budget Committee/Long-Range Planning TF		April & May 6:00 pm	Thais	
d	Community Diversity Engagement Committee		1 st Thursday – 6:00 pm	N/A	
e	General Fund Long Range Task Force		Currently, not meeting. 2 nd Monday – 6:00 pm	N/A	
f	Parks Advisory Board		2 nd Tuesday – 6:00 pm	Benita	
g	Personnel Policy Committee		Infrequent – 01/22/2024 6:00 pm	N/A	
h	Planning Commission		2 nd Wednesday – 6:00 pm	Tammy	
i	Public Art Commission		3 rd Tuesday, Odd-numbered months – 6:00 pm		
j	Traffic Safety Bikeways Pedestrian Committee		3 rd Thursday – 6:00 pm	Tammy	
k	Volunteer Coordinating Committee		2 nd Thursday – 6:00 pm	CDE Members to Encourage Residents to Apply to Volunteer on Boards, Committees & Commissions.	
l	Keizer Peer Court		Thursdays 4:15 - 5:15 pm		
2	Government				
a	Marion County	Marion County Oregon - Home			
b	Cherriots Bus Service	www.cherriots.org			

	c	Keizer Fire District	Home - Keizer Fire District Keizer Fire District			
	d	Marion County Fire District	Marion County Fire District No. 1 – Salem Oregon Marion County Fire District No. 1 (mcfed1.com)			
	e	Confederated Tribes of Siletz Indians	Confederated Tribes of Siletz Indians Siletz Tribe located in Oregon (ctsi.nsn.us)			
	f	Claggett Creek Watershed Council	Untitled Document (watershedcouncils.net)			
3		Salem Keizer School District	https://salkeiz.k12.or.us/about/calendar			
	a	McNary High School	https://mcnary.salkeiz.k12.or.us/about-2/bell-schedule			
	b	Claggett Creek Middle School	https://claggett.creek.salkeiz.k12.or.us/about/calendar			
	c	Whiteaker Middle School	https://whiteaker.salkeiz.k12.or.us/about/calendar			
	d	Forest Ridge Elementary	https://forestridge.salkeiz.k12.or.us/about/calendar			
	e	Clear Lake Elementary	https://clearlake.salkeiz.k12.or.us/about/calendar			
	f	Gubser Elementary	https://gubser.salkeiz.k12.or.us/about/calendar			
	g	Keizer Elementary	https://keizer.salkeiz.k12.or.us/about/calendar			

h	Kennedy Elementary	https://kenney.salkeiz.k12.or.us/about/calendar			
i	Cummings Elementary	https://cummi.ngs.salkeiz.k12.or.us/about/calendar			
j	Weddle Elementary	https://weddle.salkeiz.k12.or.us/about/calendar			
k	Optimum Learning Environment	https://ole.salk.eiz.k12.or.us/about/calendar			
l	Chemawa Indian School	https://chemawa.bie.edu/			
4	Business/Non-Profits				
a	Community Dinners	https://www.sainteds.com/Community-Outreach 503-393-5323	4 th Wednesday 4:30-6:30 pm (Except in Nov, times are 3:30-6:00 pm) St. Edward Catholic Church – St. Edward Parish Hall		
b	Keizer Chamber of Commerce	Welcome to the Keizer Chamber of Commerce			
c	Keizer Network of Women				
d	Keizer Men of Action				
e	Keizer Business Alliance	Keizer Business Alliance – Diversity Builds Innovation			
f	Latino Business Alliance	https://latinobusinessalliance.org			
g	Keizer United				
h	CASA of Marion County	HOME marion-county-casa (casamarionor.org)			
i	Latino Action Committee				
j	Brothers of Valor, Inc. – The REC	Bowling, Mentoring, Studios & Video			

		Games in Keizer The REC (welcometotherec.com)			
k	Boys & Girls Club Keizer Branch	Boys & Girls Club of Salem, Marion and Polk Counties Salem Oregon (bgc-salem.org)			
l	Mid-Willamette Valley Community Action Agency	Mid-Willamette Valley Community Action Salem, OR (mwvcaa.org)			
m	Simonka House				
n	Keizer Community Foundation				
o	Keizer Cultural Center Board	Keizer Heritage Foundation			
p	Keizer Community Library	Keizer Community Library – Imagination and Discovery (keizerlibrary.org)			
q	Keizer Homegrown Theater	Home - Keizer Homegrown Theatre			
r	Keizer Art Association	Keizer Art Association (keizerarts.com)			
s	Keizer Heritage Museum	Discover Keizer History - (keizerheritagemuseum.org)			
t	Keizer Community Food Bank	Keizer Food Bank - Home (keizercommunityfoodbank.org)			
11	Neighborhood Associations				
a	Greater Gubser Neighborhood Association		2 nd Tuesday (no meetings in June/July/Aug/Dec) 6:30 pm		
b	Northwest Keizer Neighborhood Association		3 rd Wednesday 7 pm		

	c	Greater Northeast Keizer Neighborhood Association		1 st Tuesday 6 pm		
	d	Southeast Keizer Neighborhood Association		1 st Thursday (no meetings in June/July/Aug/Dec) 6:30 pm		
	e	West Keizer Neighborhood Association		2 nd Thursday (no meetings in June/July/Aug/Dec) 7 pm		
1 2		Churches				
	a	Chabad Center for Jewish Life Is this the Salem, Jewish synagogue ???	https://www.jewishsaalem.com/templates/events.htm			
	b	Church on the Hill	HOME Church on the Hill (cothcommunity.com)		Tammy	
	c	Countryside Christian Church	Countryside Christian Church Home			
	d	Dayspring Fellowship	Dayspring Fellowship Church Loving God, Loving People, Changing Lives			
	e	Faith Lutheran Church ELCA	Faith Lutheran Church (flckeizer.org)			
	f	John Knox Presbyterian Church	John Knox Presbyterian Church Keizer, OR (johnknoxpreskeizer.org)			
	g	Keizer Christian Church	Keizer Christian Church Proclaiming Christ's Love, Building Community, Meeting Human Need			

h	Keizer Church of Christ	https://keizeroc.org			
i	Keizer Clear Lake United Methodist Church	KEIZER CLEAR LAKE UNITED METHODIST CHURCH - Home (kclumc.org)			
j	Keizer Community Church	Keizer Community Church – KCC Home			
k	Luz Del Valle				
l	Saint Edward Catholic Church	Saint Edward Catholic Church (sainteds.com)			
m	Salem Mennonite Church				
n	The Church of Jesus Christ of Latter-day Saints	Christian Church in Keizer, OR 1375 Lockhaven Drive Northeast Church of Jesus Christ			
13	Fraternal Organizations				
a	Keizer Elks Lodge				
b	Keizer Rotary				
c	American Legion Post 17				
d	Lions Club				
e	Fraternal Order of Eagles				
14	Youth Sports				
a	Mid Valley Soccer Club				
b	McNary Youth Baseball				
c	Keizer Baseball and Softball				
16	Social Media				
a	Keizer Community Bulletin Board				
b	Keizer, OR				