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KEIZER COMMUNITY DIVERSITY ENGAGEMENT COMMITTEE **AGENDA**

Thursday, January 4, 2024, 6:00 PM
Robert L. Simon Council Chambers

MISSION STATEMENT: 'Exists to foster justice, diversity, equity and inclusion and to strengthen our community through active listening in order to strengthen and encourage civic engagement, understanding and empowerment and to advise the City Council on issues that are critical to connecting our community.'

1. **CALL TO ORDER**
2. **ELECTION OF CHAIR & VICE CHAIR**
3. **STRATEGIC PLAN**
 - a. Draft Strategic Plan Review
4. **APPROVAL OF MINUTES**
 - a. December 2023
5. **COMMUNITY ORGANIZATIONS**
 - a. Review List ~ Updates to be made by Staff
6. **COMMITTEE REPORTS**
 - a. Committee Presentation Assignments
7. **APPEARANCE OF INTERESTED CITIZENS**
8. **COUNCIL REPORT/OBSERVANCE RECOGNITION ASSIGNMENTS (SEE CHART IN PACKET)**
9. **SPOTLIGHT ON PRACTICAL APPLICATIONS OF DIVERSITY, ENGAGEMENT, AND INCLUSION (DEI)**
 - a. Greater Northeast Keizer Neighborhood Association Update and Book Study Ideas

by Tammy Kunz - December 5, 2023

b. Inclusive Language - Discussion on Handout

10. **OTHER BUSINESS/ STAFF LIAISON REPORT**

a. **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
- Create a flyer on community activities that could be given out by businesses (restaurants)
- How to use the organizational groups
- Equity groups to come up with a plan to use community leaders

11. **NEW BUSINESS**

12. **ADJOURN ~ NEXT MEETING: FEBRUARY 1ST**

EQUITY AGREEMENTS: Stay Engaged | Listen to Understand | Speak Truth Responsibly | Expect and Accept Non-closure | Be Willing to do Things Differently and Experience Discomfort | Practice Confidentiality | Be Committed To Hold People In Positive Regard | Recognize Intent vs. Impact.

"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."



To: Community Diversity Engagement Committee
From: Tim Wood, Assistant City Manager
Subject: Draft Strategic Plan Review

Proposed Motion

N/A

I. Summary

In January 2023, the City began the process to develop a strategic plan to guide the organization in serving the community over the next five year. After receiving feedback from the City Council, City staff and the community the initial draft of the plan is ready for review.

Specifically we are requesting that you review the document and consider the following questions:

- Do the organizational mission, vision, and values resonate and reflect where the organization should go in the next five years?
- Do I see the work of this committee reflected in the strategic plan goals and actions?
- What needs to be changed, improved or better clarified?
- Are there any items missing from the action plan?

The draft Keizer Strategic Plan is included in the agenda packet, but also feel free to review the plan at www.keizer.org/stratgicPlan and share your comments at <https://www.surveymonkey.com/r/T5DHWDL> by Friday, January 26, 2024.

II. Background

A. N/A

III. Current Situation

A. N/A

IV. Analysis

A. **Strategic Impact** - N/A

- B. **Financial** - N/A
- C. **Timing** - N/A
- D. **Policy/Legal** - N/A

V. Alternatives

- A. N/A

VI. Recommendation

Staff recommends that the Commission discuss the Draft Strategic Plan and provide feedback as a group.

Attachments

1. Keizer_SP_Plan Engagement Community Email 12
2. ATT_Keizer Strategic Plan Report_DRAFT_12 19 2023

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Dear Keizer community member,

In January 2023, the City began the process to develop our strategic plan to guide the organization in serving the community over the next five years. And now, after a year of engagement, is the opportunity to share your feedback to make sure we got it right!

Please review the draft Keizer Strategic Plan at www.keizer.org/StrategicPlan and share your comments at <https://www.surveymonkey.com/r/T5DHWDL> by Friday, January 26.

Over the past year, we have engaged with community members, City Council, and City staff to gather valuable input on the opportunities, challenges, and priorities the City should address between 2024-2029. The engagement included interviews with community leaders, an online survey for community and staff members, presentations at community organization meetings, promotion at community events, two City Council work sessions, and two City staff workshops.

We received thousands of comments from community members and City staff with ideas and priorities for the City of Keizer, including community growth, economic development, public safety, transportation and mobility, community engagement, and an efficient government. We explored the ideas in detail with staff, categorized the ideas into goal areas, and developed specific action items designed to achieve each goal.

We presented the strategic plan framework to City Council on September 18th and further refined the strategic plan to align with community priorities. The resulting draft strategic plan aims to align organizational resources, citywide initiatives, and Council Goals to achieve community priorities over the next five years.

But, did we get it right? Before we move forward, we want to share the draft strategic plan with you and get your feedback so we can incorporate it into the final version that will go before City Council for adoption. Please take a moment to review the plan and consider the following questions:

- Do the organizational mission, vision, and values resonate with me and reflect where I think the organization should go in the next five years?
- Do I see my work and the work of my department reflected in the strategic plan goals and actions?
- What needs to be changed or improved?
- Are there any actions missing from this list?

Thank you for sharing your feedback with us!

Thank you,

Adam Brown
City Manager

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 Woodard, Youth Councilor

STRATEGIC PLANNING TEAM

Adam Brown, City Manager
Tim Wood, Assistant City Manager/Finance Director
Melissa Bisset, City Recorder
Andrew Copeland, Police Chief
Machell DePina, Human Resources Director
Bill Lawyer, Public Works Director
Andrew McCowan, Police Detective
Kristen Meyers, Human Resources Generalist
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

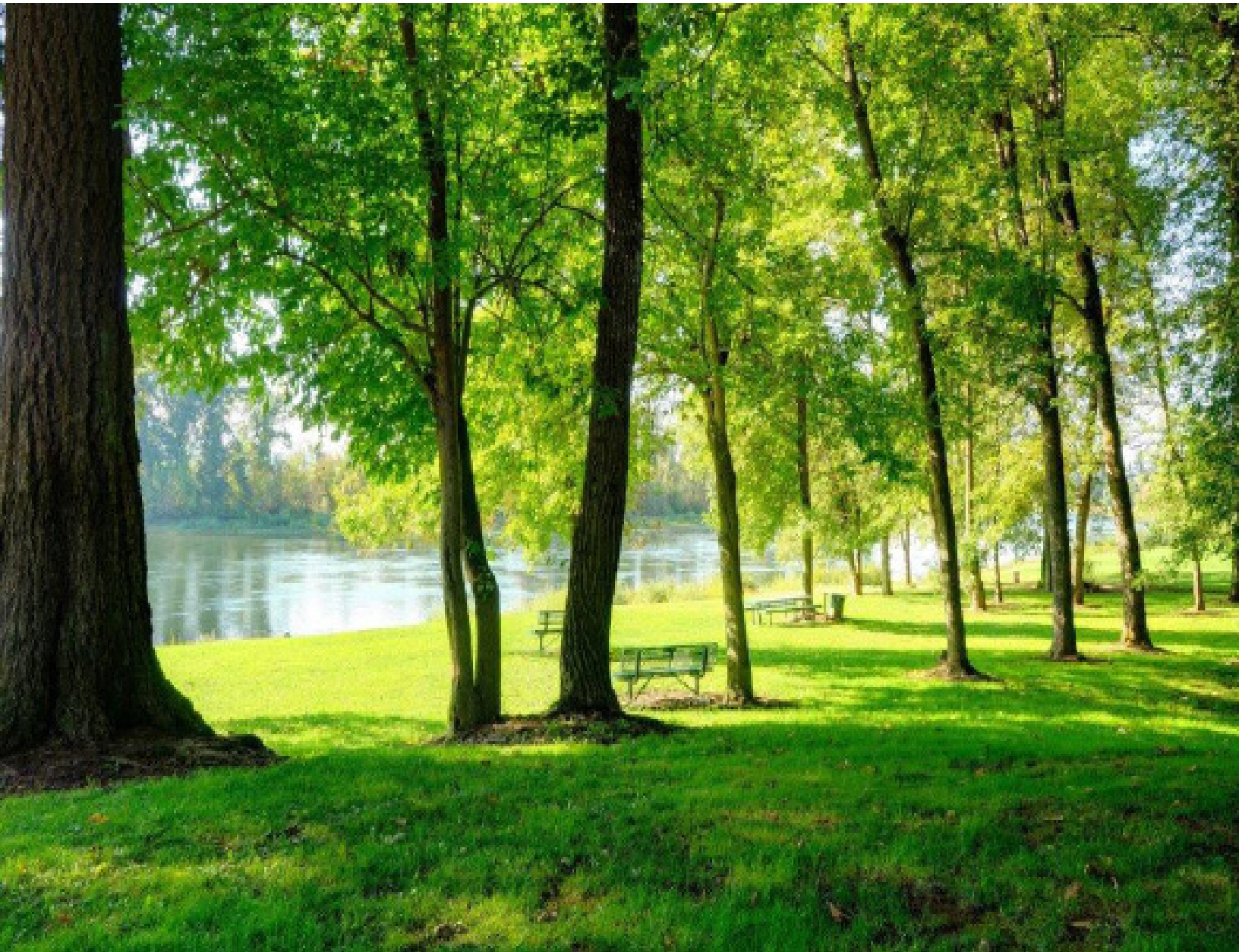


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A Message from the Strategic Planning Team

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.

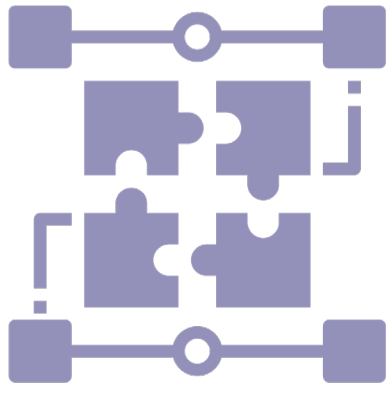
Strategic Planning Process

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)

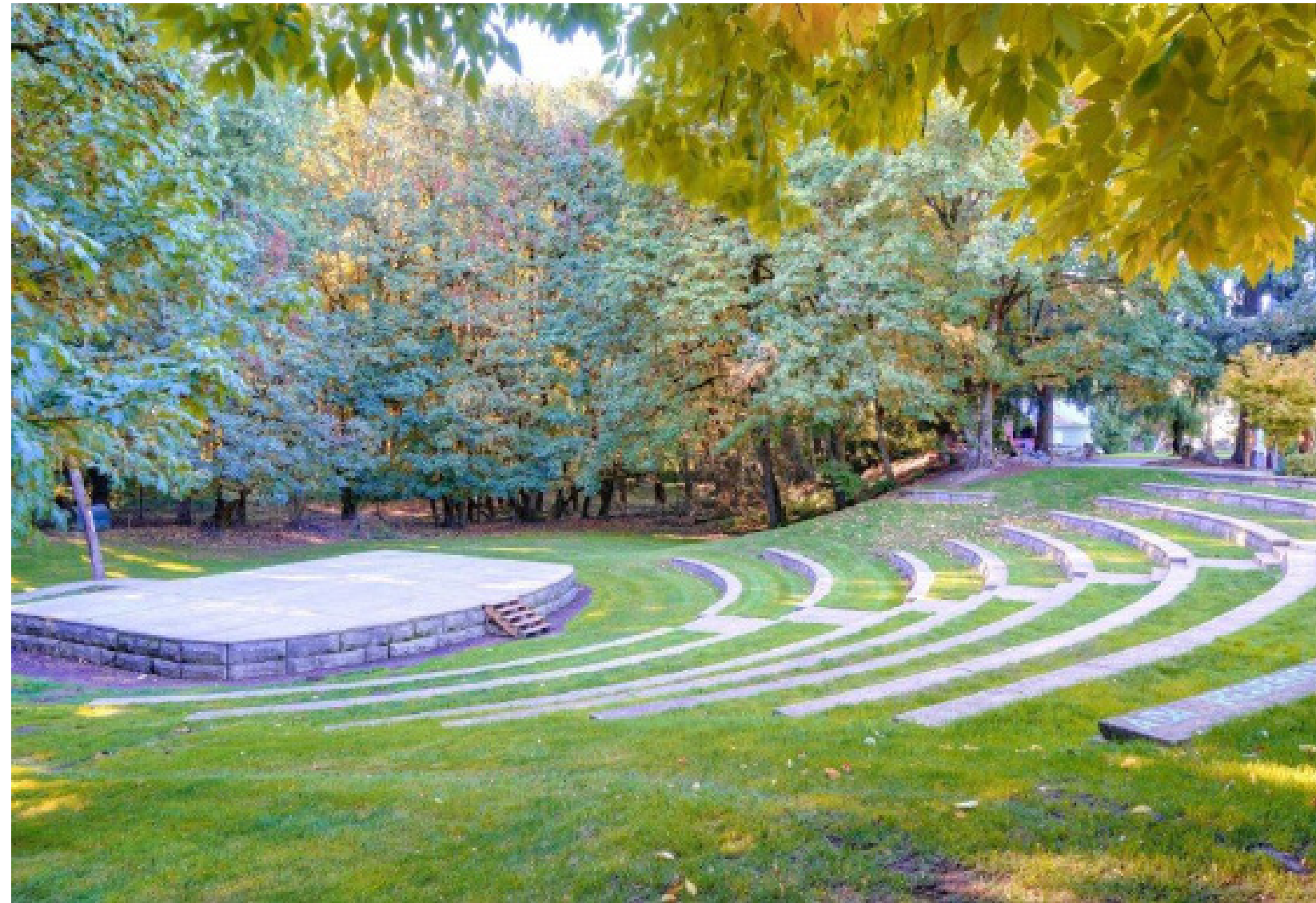
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A group of people, including some in safety vests, are seated around a round table in a meeting room, facing a presentation screen and a large wall display of sticky notes. A woman is standing near the screen, and another woman is standing near the wall display.

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

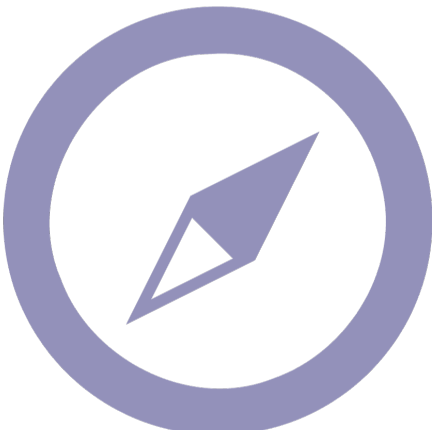
We provide excellent city services to support quality of life, safety, and community for all.



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.

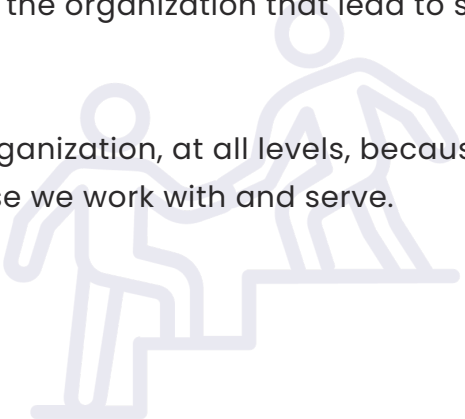
We work collaboratively to identify innovative solutions that have a sustainable and long-term benefit for the community.

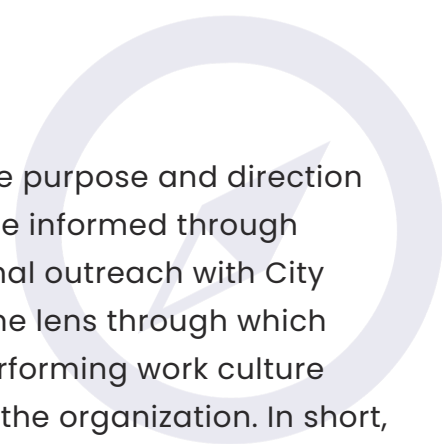
We believe the best decisions are made when we trust each other to be flexible in developing solutions, sharing knowledge, being creative and communicating openly and clearly.

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: Safety + Supportive Services

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	Maximize resources to prevent homelessness and mitigate the community impacts in a collaborative partnership with organizations across Marion County	Pending	Pending
1.5	Develop citywide emergency management plan to address continuity of operations and hazard mitigation (*)	Pending	Pending
1.6	Evolve our emergency preparedness by updating our plan, partnering with Marion County, and conducting 4 city table top exercises	Pending	Pending
1.7	Develop a long-term staffing and funding plan for the Police Department	Pending	Pending

(*) = City Council Priority

Goal Two: Transportation + Mobility

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, bike routes, maintenance plan for residential streets, etc.) (*)	Pending	Pending
2.3	Complete River Cherry Overlay Revitalization Plan which addresses transportation safety improvements (midblock crossings, bicylce and pedestrian plans, Transportation safety action plan, etc.) (*)	Pending	Pending
2.4	Develop a plan to connect parks, trails, and neighborhoods to each other (e.g., Keizer Rapids Park to Salem Riverfront, trails between parks, etc.)	Pending	Pending

(*) = City Council Priority

2.2- Salem area mass transit included in TSP update.

Goal Three: Economic Development

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	Establish and enhance partnership with SEDCOR to market our properties	Pending	Pending
3.4	Partner with Chamber of Commerce to support economic gardening program which nurtures growth of exisiting businesses	Pending	Pending
3.5	Leverage Event 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 as an informational tool or data base to support economic development and public safety	Pending	Pending
3.8	Revisit Willow Lake Settlement Agreement to create more developable land	Pending	Pending
3.9	Revise purchasing policies within state law to support local businesses	Pending	Pending

(*) = City Council Priorities

Goal Four: Engaged Community

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., community e-newsletter, social media policy, identify and reach missing voices, incorporate DEI, provide language translation to existing services, and interpretation services etc.)	Pending	Pending
4.2 Increase public relations capacity 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, that include 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 to support desired levels of service	Pending	Pending
4.8 Develop program for ongoing Volunteer Committee Training	Pending	Pending
4.9 Develop a plan and policy for how we Identify and prioritize local vendors for translation and interpretation services and create a policy for how and when we use the services	Pending	Pending

Actions	Action Lead	Year
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 Reach out to local residents in recruitment for positions	Pending	Pending

(*) = City Council Priority

Goal Five: Community Growth

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 also known as Exception Lands)	Pending	Pending
5.2 Adopt or revisit the Housing Capacity Analysis	Pending	Pending
5.3 Finalize and adopt housing production strategy	Pending	Pending
5.4 Research and explore options for Urban Growth Boundary expansion (including financial analysis)	Pending	Pending
5.5 Conduct public engagement and/or polling with residents to explore interest regarding opportunities for potential community growth	Pending	Pending
5.6 Develop Public Works Facility Plan	Pending	Pending
5.7 Conduct public utilities analysis relative to Urban Growth Boundary	Pending	Pending
5.8 Conduct analysis and compile Council Report of all information related to UGB expansion and costs/benefits of each option (Housing, employment, transportation)	Pending	Pending
5.9 Advocate for housing bills that encourage well-rounded zoning for housing(*)	Pending	Pending

(*) = Council Priority

Actions	Action Lead	Year
5.10 Create a Capital Improvement Program (CIP) inclusive of the Parks Master Plan Update and Parks projects	Pending	Pending
5.11 Explore funding mechanisms to spur development and redevelopment (*)	Pending	Pending

(*) = Council Priority

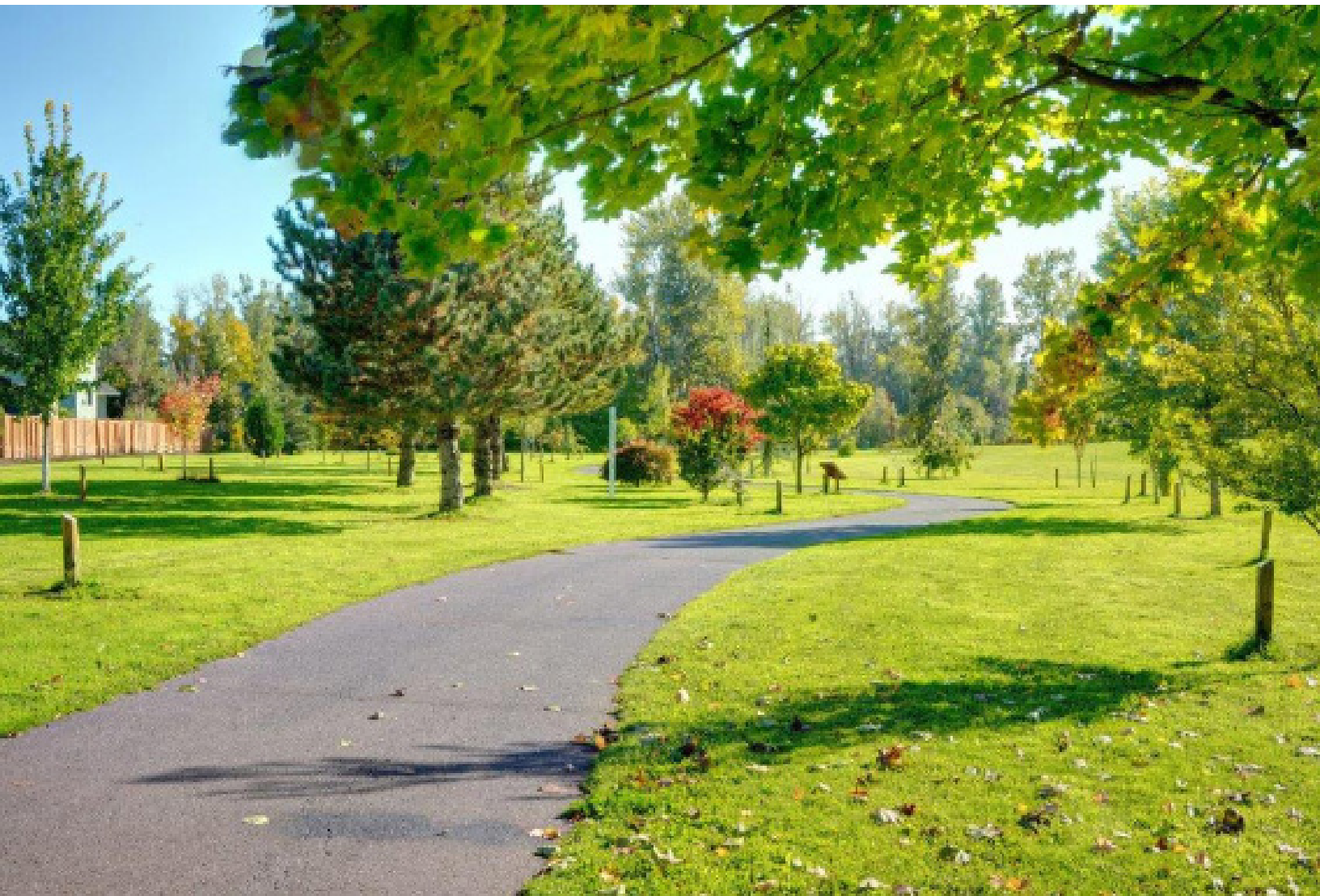
Goal Six: Strong + Sustainable Government

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 continue to provide well-being resources and provide employees access to information through an HRIS platform	Pending	Pending
6.8 Develop a citywide resiliency plan or risk management plan to strengthen our preparedness for, and ability to respond, to known and unknown future challenges or risks facing the city.	Pending	Pending
6.9 Create an Asset Management Plan to manage the organizations’s infrastructure and other assets to deliver an agreed standard of service	Pending	Pending
6.10 Continue Rate modeling for utilities and discuss policy issues for the modeling (*)	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



MINUTES
KEIZER COMMUNITY DIVERSITY ENGAGEMENT COMMITTEE
Thursday, December 7, 2023
Robert L. Simon Council Chambers

Call to Order

Chair Laura Reid called the meeting to order at 6:03 p.m. Attendance was noted as follows:

Present:

Laura Reid, Chair
Benita Picazo, Vice Chair
Tammy Kunz
Thais Rodick
Carrie Brown
Stephanie Cross

Absent:

Jill Gust
Shaney Starr
Nevaeh Music

Staff:

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

**COMMITTEE
REPORTS**

Tammy Kunz provided a written report on the Greater Northeast Keizer Neighborhood Association.

Approval of Minutes

**a. November 2023
Minutes**

Tammy Kunz moved for approval of the August Minutes. Thais Rodick seconded. Motion passed as follows: Reid, Picazo, Kunz, Rodick, Brown, and Cross in favor and Music, Gust, and Starr absent.

**Appearance of
Interested Citizens**

None.

**Council
Report/Observance
Recognition
Assignments**

The Committee Members made the following observance recognition selections for their 2024 assignments:

Tammy Kunz - National Disability Awareness Month
Thais Rodick - Black History Month and National Hispanic Heritage Month
Carrie Brown - Asian Pacific Heritage Month and National Hispanic Heritage Month
Benita Picazo - Child Abuse Prevention Month and National Hispanic Heritage Month
Stephanie Cross - Women's History Month
Laura Reid - Jewish American Heritage Month and Indigenous People's Day

Daughters of the American Revolution represent Constitutional Week
Shaney Starr - Human Rights Day
Nevaeh Music - Lesbian, Gay, Bisexual, Transgender and Queer
Month/Pride Month
Benita Picazo - Lesbian, Gay, Bisexual, Transgender and Queer
Month/Pride Month

a. Update Chart

**Strategic Plan Update
- Feedback from CDE
Committee**

Assistant City Manager Tim Wood provided updated Strategic Plan printouts to each of the members. Mr. Wood summarized the process and stated that the consultants would be at the City Council meeting on Monday, December 11th at 6 p.m. Feedback can be submitted through the survey process on the City's website or email Mr. Wood, and the deadline is December 8th. After all feedback is received, another update would be produced. The City has done outreach engagement, surveys, and focus groups. Now, the City would be identifying key themes, which is six overriding goals, and then the City would have a workshop to create key action plan items. This has been a very intensive and involved process from a staff standpoint.

The Strategic Plan is a three- to five-year plan that will be reviewed annually by City staff to see if any updates need to be made.

The key for this group is to identify what and who the City may be missing.

Areas that this group should focus on and consider if anyone would be negatively impacted are as follows:

Goal One on page 23 - Safety and Support of Services and its Action Items
Goal Four on page 26 - Communications, Translation, and Interpretation
Goal Six on page 27 - Engage Community, and the plan is to have bi-annual community surveys with staff surveys on off-years.

The Committee Members would review the Strategic Plan and provide feedback.

**a. Strategic Plan
Update**

**Community
Organizations**

**a. Review List ~
Updates to be
made by Staff**

The Committee Members volunteered to attend the meetings. Deputy City Recorder Dawn Wilson will update the list accordingly and disburse it to the Committee Members. Chair Reid asked that the Members encourage people to apply to serve on the various committees.

Chair Reid said that we don't need to make specific community assignments.

The Committee Members would try to attend the schools' meetings when

necessary.

Chair Reid shared that the City Council received a flyer from Winston about community activities that are given out at businesses, such as restaurants. Discussion ensued concerning disbursing information to the community and gathering information from the community to learn what they want from this Committee. The Committee Members would make initial contact with the community to let them know about this Committee. This is something that a consultant could help facilitate.

**Review Equity
Agreements – Stay
Engaged**

The Committee agreed to table this item until they get better direction from a consultant.

**Book Study:
Suggested Books or
Thoughts on How to
Broaden the
Committee's
Understanding of DEI
Work**

Benita Picazo talked about equity circles, which is when someone from the outside comes in and trains or provides information on a particular subject. Equity circles also apply to community leaders.

Tammy Kunz mentioned a good book to start with would be "The Inner Work of Racial Justice: Healing Ourselves and Transforming Our Communities Through Mindfulness" by Rhonda Magee. Another book idea is "Fix Injustice Not Kids and Other Principles for Transformative Equity Leadership" by Paul Gorski and Katy Swalwell.

Stephanie Cross provided a list of ways to interpret languages for inclusiveness. She suggested that the Members watch some YouTube videos.

Chair Reid suggested that the Committee highlight the things they learned individually. The Committee would like a new Agenda item, called "Spotlight on Practical Applications of Diversity, Engagement, and Inclusion (DEI)."

New Business

Discussion ensued about Marion County's statistics on the various language speakers. Chair Reid asked to look at other comparable Cities to see if they are translating their utility bills and what they may be doing to have documents translated. Chair Reid would like to check with the League of Oregon Cities and the Mid-Willamette Valley Council of Governments to see if they are offering interpretation services. Mr. Wood would ask about comparable Cities on the City Manager ListServ. Thais Rodick stated that an organization called, Immigrant & Refugee Community Organization (Irco) works with recent immigrants and refugees by providing translation services for all languages.

**a. Discussion on
Comparable Cities
and Agencies 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:

Mr. Wood confirmed that based upon tonight's meeting, the Members would add "how to use the organizational groups" and "equity groups to come up with a plan to use community leaders" to the Task List for a Consultant.

- **Define diversity, equity and inclusion**
- **Create the Keizer Equity Lens**
- **Work through equity agreements - rules of conduct**
- **Identify ways to engage the**

Chair Reid reminded the Members that once they get through the Strategic Plan, they will be better equipped to add items to the Task List for a Consultant.

community
without
violating
public
record laws

- Develop an engagement survey
- Review task and purpose documents
- Assist with creating an action plan with measurable s

**Other Business/ Staff
Liaison Report**

Carrie Brown mentioned that the City didn't have any Spanish materials at the Latino Business Alliance event. Mr. Wood stated that the City is working on having Spanish materials in the future. Carrie Brown offered to help translate materials.

**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?**

Chair Reid canceled the July 4, 2024, meeting.

Adjourn

Adjourned: 6:57 p.m.

Minutes Approved: _____

“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.”

Organizations/Groups Operating in Keizer - updated: December 26, 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				
	b	Cherriots Bus Service				
	c	Keizer Fire District				
	d	Marion County Fire District				
	e	Confederate Tribes of Siletz Indians				
	f	Claggett Creek Watershed Council				
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://claggettcreek.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				
c	Keizer Business Alliance				
d	Latino Business Alliance				
e	Keizer United				
f	CASA of Marion County				
g	Keizer Network of Women				
h	Keizer Men of Action				
i	Latino Action Committee				

j	Brothers of Valor, Inc. – The REC				
k	Boys & Girls Club Keizer Branch				
l	Mid- Willamette Valley Community Action Agency				
m	Simonka House				
n	Keizer Community Foundation				
o	Keizer Cultural Center Board				
p	Keizer Community Library				
q	Keizer Community Food Bank				
r	Keizer Homegrown Theater				
s	Keizer Art Association				
t	Keizer Heritage Museum				
1 1	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		1 st Tuesday 6 pm		

	Neighborhood Association				
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 Sentigod ???	https://www.jewishsaalem.com/templates/events.htm			
b	Church on the Hill			Tammy	
c	Countryside Christian Church				
d	Dayspring Fellowship				
e	Faith Lutheran Church ELCA				
f	John Knox Presbyterian Church				
g	Keizer Christian Church				
h	Keizer Church of Christ				
i	Keizer Clear Lake United Methodist Church				

j.	Keizer Community Church				
k	Luz Del Valle				
l.	Saint Edward Catholic Church				
m	Salem Mennonite Church				
n	The Church of Jesus Christ of Latter-day Saints				
1 3	Fraternal Organizations				
a	Keizer Elks Lodge				
b	Keizer Rotary				
c	American Legion Post 17				
d	Lions Club				
e	Fraternal Order of Eagles				
1 4	Youth Sports				
a	Mid Valley Soccer Club				
b	McNary Youth Baseball				
c	Keizer Baseball and Softball				
1 6	Social Media				
a	Keizer Community Bulletin Board				
b	Keizer, OR				



**COMMUNITY DIVERSITY ENGAGEMENT
COMMITTEE PRESENTATION ASSIGNMENTS**

Updated December 26, 2023

Month	Observance	CDE Committee Member
February	Black History Month	Thais Rodick
March	Women's History Month	Stephanie Cross
April	Child Abuse Prevention Month	Benita Picazo
May	Older Americans Month	Stephanie Cross
	Asian Pacific Heritage Month	Carrie Brown
	Jewish American Heritage Month	Laura Reid
June	Lesbian, Gay, Bisexual, Transgender and Queer Month/Pride Month	Nevaeh Music & Benita Picazo
June 19	Juneteenth	Jill Gust
Sept 17 – 23	Constitution Week	Daughters of the American Revolution
Sept 15 ~ Oct 15	National Hispanic Heritage Month	Thais Rodick, Carrie Brown & Benita Picazo
October	National Disability Employment Awareness Month	Tammy Kunz
October 10	Indigenous People's Day	Laura Reid
November	Native American Heritage Month	Jill Gust
December 10	Human Rights Day	Shaney Starr

Community Diversity Engagement Committee

Tammy Kunz Dec 5th 2023

I have would like to provide an update for Greater northeast Keizer Neighborhood Association. We have learned that we have 28% of our families speak more Spanish than English while just a small number of these families can understand the English language. I have 34 families that speak Russian, 5 families who speak Chinese and unsure how many speak Mandarin. For this reason, I am asking if we can make our material available in these languages. For me this is one of the most important items to be able to meet this simple need for our community.

Along with the language barriers we need to remember we have folks who do not have cell phones and do not know how to look online for what we are doing. So, I would like to learn ways we can help meet that need. Jacqueline and I translate our material to Spanish and are looking to have some Russian available now that we know about this need.

- I Have also learned that we have 5 families who have asked for support with getting help with paying taxes up to current. Do we have program like this? I asked the tax office they said payment arrangements can be set up but no idea of they have a program like this.
- One of the other items that came up was reducing some of the barriers people are facing, loss of income, loss of childcare support, part of what I would like to see is ways we can provide community support for needs like these.
- **Diversity:** Representation of varied identities and differences (race, ethnicity, gender, disability, sexual orientation, gender identity, national origin, tribe, caste, socio-economic status, thinking and communication styles, etc.).
- **Equity:** Just and fair inclusion into a society in which all, focusing on those who have been harmed and are experiencing the greatest barriers, can participate, prosper, and reach their full potential. (Equity is giving a person a size 8 shoe because that is what they need. Equality is giving everyone a size 10 shoe because that is equal and fair.)
- **Inclusion:** Builds a culture of belonging by actively inviting the contribution and participation of all people and by operationalizing their opinions. Inclusion shifts power within an organization and enables each member to be their authentic selves.

Book study ideas;

Fix injustice not kids and other Principles for transformative Equity Leadership by Paul Gorski and Katy Swalwell

The Inner Work of Racial Justice; Healing ourselves and Transforming our Communities through mindfulness by Rhonda Magee

Buffalo Cloud shared with us a book and work book I would like to look into those options as well.

Inclusive Language

Why use inclusive language?

Inclusive language embraces communication that acknowledges the power differentials and dynamics of society and its harmful effects. It shows appreciation for the diversity everyone brings to the table.

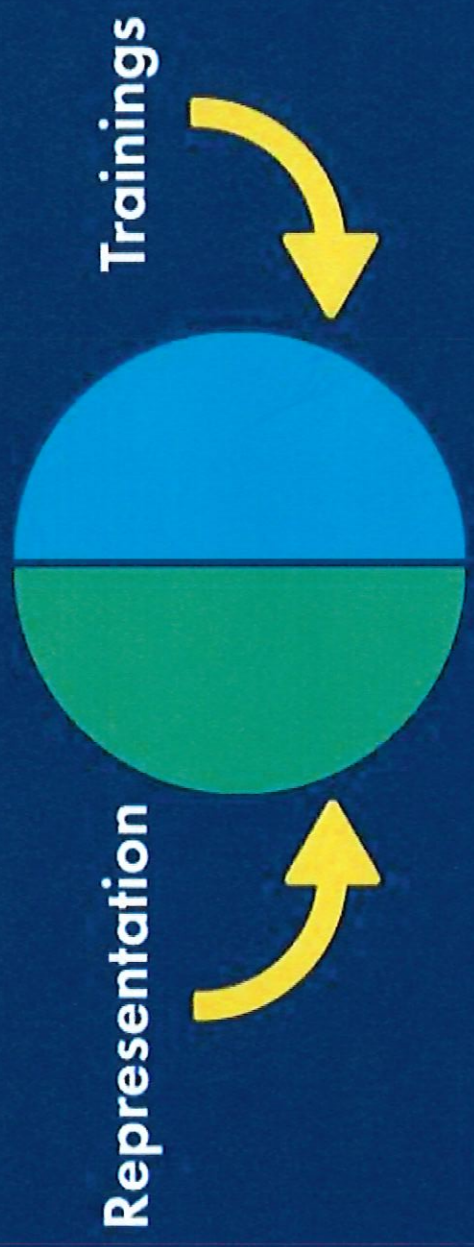
Words can make the difference between forging trust or creating distance. **Written content should be free from words, phrases, or tones that stereotype and diminish people based on their identities.** In many cases, it is not necessary to add anything about a person's identity when communicating. When it is necessary or relevant, ask people what language they want you to use.

People-Centered & Inclusive Language:

Instead of:

People with disabilities or who experience disabilities.	Disabled people, the handicapped.
People without disabilities.	Normal, healthy, whole, typical people.
People with or who experiences ADD, ADHD, Autism, Down Syndrome, Dyslexia, On the Spectrum, etc.	Hyperactive, downs person, reading disabled, spaz, autistic, aspergers.
People with or who experience a cognitive disability.	Person with a brain defect.
People with or who experience an intellectual or developmental disability.	Mentally retarded, retarded, slow.
People with or who experience quadriplegia, paraplegia, or a physical disability.	A quadriplegic, a paraplegic, disabled.
People who communicate without speech, or who uses a communication device.	Mute.
People with short stature, little person.	Dwarf, midget.
People with or who experience a learning disability.	Learning disabled.
People with or who experience a mental health condition.	Crazy, insane, psycho, mentally ill, emotionally disturbed.
People who use a wheelchair, walker, cane, or crutches, or an ambulatory device.	Wheelchair confined, wheelchair-bound, lame, crippled.
People with or who experience chronic illness or medical condition.	Afflicted with ___, suffers from ___, is a victim of ___.
People of color.	Colored people, racial slurs.
People who experience houselessness, are unhoused, or populations who are unhoused.	Homeless people, homeless populations.
People who are currently or historically marginalized, underserved, and underrepresented, including people of color, people with disabilities, people who identify as LGBTQIA+, and women.	Minority, non-White. Only use minority when the naming convention is specific to a Federal Program and we have to report out information using the terms federal programs set.
People who are Transgender.	Transgenders.
Accessible buses, parking, or bathrooms. Or, buses, bathrooms, or parking accessible to people with disabilities.	Handicapped buses, parking, or bathrooms. Or, buses, parking or bathrooms for the handicapped.
When speaking to groups use gender neutral language - guests, team, people, community members, colleagues, folks or folx. When speaking to individuals - use people's names or nicknames, and pronouns people have identified for themselves.	Ladies and gentleman, girl and boy (e.g., the girls in the office, hey girl, hey boy, this boy over here, etc.), when talking to or about adult people, you guys, you ladies, exclusively using men and women to describe people or a group, only using he/him/his or she/her/hers.
Interested parties, interested community parties, interested internal parties, interested public sector parties, interested external parties, contributors, collaborative partners, decision partners, implementing partners, or thought partners.	Stakeholder(s).
Deny list, block list.	Blacklist.
Allow list, welcome list, accept list, safe list	White-list.
Lunch and learn, sack lunch.	Brown-bag lunch.
Position paper, policy or program brief, report (noting topic of report).	White paper.

What people think DEI issues are:



What DEI issues actually are:

