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KEIZER PLANNING COMMISSION

**Wednesday, January 10, 2024, 6:00 PM
Keizer Civic Center**

1. CALL TO ORDER

2. APPEARANCE OF INTERESTED CITIZENS

This time is made available for those who wish to speak about an issue that is not on the agenda.

3. APPROVAL OF MINUTES

a. November 2023 Minutes

4. STRATEGIC PLAN ~ DISCUSSION TO BE LEAD BY COUNCIL LIAISON

a. Draft Strategic Plan Review

5. WORK PLAN FOR 2024

a. Work Plan for 2024

6. NEW-OLD BUSINESS/STAFF REPORT

7. COUNCIL LIAISON REPORT

8. COUNCIL REPRESENTATIVE:

9. NEXT MEETING: FEBRUARY 14, 2024

10. ADJOURNMENT

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MINUTES KEIZER PLANNING COMMISSION

Wednesday, November 8, 2023
Keizer Civic Center

1. **CALL TO ORDER** **CALL TO ORDER:** Chair Matt Lawyer called the meeting to order at 6:01 pm.

ATTENDANCE:

Present:

Matt Lawyer, Chair
Jeremy Grenz
Ron Bersin
Fernando Lopez
Mo Avishan (6:07)
Angelica Sarmiento
Avendano

Council Liaison Present:

Councilor Juran

Staff Present:

Shane Witham, Planning Director
Dina Horner, Assistant Planner
Shannon Johnson, City Attorney
Dawn Wilson, Deputy City Recorder

Absent:

Robb Witters
Sarah Hutches, Vice Chair

2. **APPROVAL OF MINUTES** Councilor Juran asked for a correction to be made to Minutes by noting that he was absent.

Commissioner Jeremy Grenz moved for approval of the October 2023 Minutes with the Correction of Councilor Juran being absent. Commissioner Fernando Lopez seconded. Motion passed unanimously as follows: Lawyer, Bersin, Lopez, Grenz and Avishan in favor with Hutches and Witters absent.

- a. **October 11, 2023 Meeting Minutes**

3. **APPEARANCE OF INTERESTED CITIZENS** None.

4. **PUBLIC HEARING** Chair Lawyer called the Planning Commission to recess at 6:11 p.m. to allow for Councilor Witters to arrive.

Chair Lawyer called the meeting back to order at 6:20 p.m. Commissioner Witters called and was still on his way to the meeting. He would participate

in the audience.

Chair Lawyer opened the Public Hearing at 6:21 p.m. City Attorney Shannon Johnson read a notice on the Quasi-Judicial Hearing procedure, which is a land use hearing, that is required by State law. The hearing is a two-part case on the partition and a major variance. He asked if there was any objection to waive the reading of the actual criteria because it's in the Decision and copies are in the back of the room. No objection was made, so City Attorney Johnson waived the reading.

City Attorney Johnson read that testimony and arguments must be directed to the criteria and summarized other points in the statement. Prior to the close of the hearing, anyone in the audience must indicate if they have any objections to the jurisdiction of the Planning Commission to hear this matter, opportunity to be heard, conflicts of interests, objections to bias, or ex-parte contact. Commissioner Ron Bersin made a declaration about driving by the property. There were no other conflicts of interest, bias, or ex-parte contact expressed. The applicant and their representatives have a total of 15 minutes to speak. Any other parties who wish to testify have 5 minutes per person. The applicant has a 10-minute rebuttal period. Mr. Weckert, the appellant, received clarification as to having the conditions in the packet and a handout.

Planning Director Shane Witham expressed appreciation to see the audience being engaged. The hearing is on the partition and a major variance case with a lot of conditions, which was appealed. The appellant stated in the appeal there were six different errors cited. Staff's decision is based upon conditions in the Development Code. An overview of the case is that the application was for a partition for one piece of property with one current dwelling unit and to add a house to go along with the additional dwelling unit (ADU) that was already on the property. Public Works and the Keizer Fire Department reviewed the criteria. The City requires a house be built when there is an existing ADU.

Planning Director Witham stated that the partition portion of the appeal is generally a staff-level decision and gets appealed to the hearings officer. Since there is a major variance, it has to go before the Planning Commission and with the combined application, that is why everything is before the Planning Commission. In this case, the applicant requested a major variance to the setback requirement for an access easement. A major variance is a 20% change to a quantified standard. The Keizer Fire District prefers the wider easement and supports a major variance. Mr. Witham clarified that there is no zone change being proposed with the application. The City received a letter from both Mr. Wendell Weckert (appellant) and Mr. Michael Le (applicant) this afternoon that are on the dais. The handout with a picture of a tree on front is from the appellant, Mr. Wendell Weckert.

Chair Lawyer reminded the applicant that he can speak for 15 minutes. Applicant *Michael Le*, Honolulu, and his tenant, *Mrs. Logan Baker, Keizer*, testified that he purchased the property in 2019. Mrs. Baker was his first tenant in front of the property. Mr. Le bought the house on Dearborn because it is an investment. With the help of Mrs. Baker's rent, he uses the income to care for his family. He told her that he would build another home and partition the lot into two lots. He prepared the site plans. He intends to be compliant with all conditions, and he has spoken with a civil engineer on all of the requirements. He looks forward to building a second home on it to provide additional income for his family.

Mrs. Logan Baker testified that she lives on Dearborn and speaks highly of Michael Le. She understands the construction concerns. Michael and Susie Le have been understanding and addressing her concerns of potential noise, and the additional home could be a benefit to others needing a lower-income home.

Commissioner Avishan confirmed with Mr. Michael Le that he plans to comply with all of the conditions.

Chair Lawyer reminded the appellant that he has five minutes to speak. *Mr. Wendell Weckert*, Tualatin and Keizer, the appellant, testified that the issues he has with the additions have not been the same experience that Mr. Le had. They have separate opinions as to where their property lines are and expectations, so the relationship has deteriorated. He stated that he has lost one tree for a different circumstance, and this would cost him about \$50,000. The relationship with Mr. Le has turned adversarial. Mr. Weckert stated that Mr. Le hired an arborist to cut trees on Mr. Weckert's property. He intends to escalate this to one more level. He asks that the Commission authorize the advancement of this to go through the chain to be more of a humanistic approach to the problem.

Commissioner Grenz asked about the property line dispute. Mr. Weckert stated that the surveyor told him where the property line is. Mr. Weckert said that the issue is that the tree limbs or roots go over the property line, and he shouldn't be in fear of losing his trees when the house is built if excavation is done or a concrete slab is constructed. He stated that he values the trees differently from Mr. Le. Mr. Le responded by saying the property has not been surveyed and that the tree limbs and roots are over the line and he shouldn't be in fear of losing the trees when the house is built or excavating is done.

Ms. Pat Ozenna-Lemay, Keizer, lives on the adjacent property. Ms. Ozenna-Lemay said that she has lived there for almost 25 years and she has an emotional attachment that nobody else has, except for two other persons. Her way of life will be changed when the property is developed. She bought her property as her forever home. She said that when variances are granted,

it should not be based solely upon square footage of property. She has put up with partying from the neighbors for three years. Partying should not go on until 2:30 a.m., and she fears retribution for reporting the partying with the police. Once the building starts, she will no longer have peace and protection from sounds. She stated that it would be tiny and crowded and you can't see this when driving by. She believes that the Planning Commission should consider some human elements. She feels like there will be no impact as to what's going on at the property, unless the Commissioners consider the human conditions rather than just numbers and square footage.

Chair Lawyer reminded the audience that if they want to say something about the application, that this is their opportunity.

Mr. Stephen Kalb, Keizer, stated that his property abuts the concerned property. He expressed concern with the additional living units and that there is no allowance for turnaround for parking or who enforces the parking situation. There is an easement on the north side of his property, so he is concerned about people parking in the easement on a regular basis. He would have to knock on their door so that he could access his property. His property doesn't have a house, but it's his backyard. He is concerned with the number of automobiles associated with those homes that might be on the property. He thinks that there's a possibility of pushing parking into other areas of the neighborhood. He said that he heard screaming inside their house about 100 feet away for about two years, so there are impacts to others in the neighborhood.

Chair Lawyer stated that the applicant has an opportunity for rebuttal.

Michael Le, the applicant, Honolulu, thanked Mr. Weckert, Ms. Ozenna-Lemay and Mr. Kalb for their testimonies. He shares Mr. Kalb's concerns. He said that he has tried to be a good neighbor. He said the tree situation with Mr. Weckert has become more adversarial after he asked and notified Mr. Weckert that he was going to trim the tree branches. He looked at the concrete slab, which is built above the ground, using two-by-fours, and there was no digging into the ground so there was no damage to the tree. His intention is not to build a smaller ADU in the back of the front house as shown in the site plan. His intent is to build a second small home with a second parcel as shown in the plan, and he will follow the codes and meet the conditions. He had an arborist look at the trees and will try to build the house foundation farther away from the trees and use a smaller footprint for the house. So, the house will be 20 feet away from the trees rather than 10 feet. He said that he does have respect for the trees and has an appreciation for them in Oregon. He apologized for noises coming from the tenants and asked that they let him know about the noises, so he can address this again with his tenants. He plans to work with everyone to have a good neighborly environment.

Commissioner Bersin asked about the number of units. Mr. Le confirmed that there are only three units. Mr. Witham said that the decision shows the house, ADU and the new proposed house. He thinks that the four units were in the request for comments that was initially sent out from the City of Keizer. Mr. Le confirmed that the ADU is currently rented and said that his civil engineer confirmed that there is room for on-site parking even with the turnaround.

Commissioner Lopez asked about designated parking for the ADU. Mr. Le confirmed that there is parking in the site plan for the ADU at 525 Dearborn. New parking is proposed above the new turnaround for the new house.

Chair Lawyer confirmed with City Attorney Shannon Johnson that if the Order is adopted, Mr. Weckert or any other participants can appeal the decision to the City Council.

Commissioner Bersin confirmed with Mr. Witham that hearing is on the partitioning and major variance.

Chair Lawyer stated that he heard from Mr. Le that he intends to work with the site plan. Mr. Witham said they are only looking at the land development conditions, not the house. Mr. Witham stated that the applicant adhere to the land development conditions. Marion County also requires that the land must be surveyed, engineered, monumented and meet the provisions of ORS 92.060. Conditions must be met prior to the land being legally divided.

Discussion ensued on the condition to build the house within one year of the recording of the partition or the ADU has to be removed. Commissioner Grenz clarified the condition about building a house within a year of dividing the lot. Mr. Witham said that it is when the house is constructed pursuant to Condition 9 on page 15 of Staff Report and Condition 13. Mr. Grez asked about the one-year delay for demolition. Mr. Witham confirmed that this condition has been done several times for accessory buildings.

Commissioner Avishan asked about a drawing not being proper and if the City should ask for engineering approval. Mr. Witham said that approval is preliminary at the time the application is submitted.

Chair Lawyer asked about the private access and maintenance. Mr. Witham confirmed that maintenance is the responsibility of the property owner pursuant to Condition 4 on page 15. He also spoke to the no parking and access easement testimony. The City's Code Enforcement can cite people on access easements and private streets, so the City does respond to those complaints.

Chair Lawyer asked for clarification on storm water run off. Mr. Witham

confirmed that the City's conditions set out the drainage requirements of the property owner.

Chair Lawyer called to close the hearing at 7:35 p.m. on the Application of Michael and Susie Le for a Partition and Major Variance on Property Located at 527 Dearborn Ave N, Keizer, Oregon (Case No. 2023-12).

Jeremy Grenz moved that the Planning Commission adopt the Order In the Matter of the Application of Michael and Susie Le for a Partition and Major Variance on Property Located at 527 Dearborn Ave N, Keizer, Oregon (Case No. 2023-12). Mo Avishan seconded. Motion passed unanimously as follows:

AYES: Lawyer, Grenz, Bersin, Lopez, Witters and Avishan (6)

NAYS: None (0)

ABSTENTIONS: None (0)

ABSENT: Hutches and Witters (2)

Chair Lawyer appreciated the applicant and appellant for participating and expressed how difficult these types of development issues are and that they are bound by the laws of what they can do.

Commissioner Bersin appreciated the applicant and appellant testifying so they can hear each other's concerns.

Commissioner Grenz read the full staff report and said he did not hear anything tonight that points to the relevant conditions and criteria.

Commissioner Avishan stated that it is hard for them to make the decision when having to comply with the Development Code.

a. ORDER - In the Matter of the Application of Michael and Susie Le for a Partition and Major Variance on Property Located at 527 Dearborn Avenue N, Keizer, Oregon (Case No. 2023-12)

5. NEW-OLD BUSINESS/STAFF REPORT

Planning Director Shane Witham reported that the City is in the process of the scenario work and will have ODOT's representation for the transportation piece to the Walkable Area Plan. The Verda Apartments have been built with landscaping. They have requested inspections and will have informational displays. The River Road Apartments are moving right along.

- 6. COUNCIL LIAISON REPORT** Councilor Juran reported that the Keizer Fire Department levy passed.
Youth Liaison Angelica spoke on the Orchestra Organization for the Keizer Orchestra.
- 7. COUNCIL REPRESENTATIVE:** Commissioner Lopez will report to the Council on November 20th.
Sara Hutches,
Monday, November
20, 2023
- 8. NEXT MEETING:** Chair Lawyer cancelled the December meeting by consensus.
December 13,
2023
- 9. ADJOURNMENT** Meeting Adjourned at: 7:41 p.m.
- Minutes Approved: _____

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Planning Commission Meeting Date: January 10,
2024

To: Planning Commission
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 years. 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

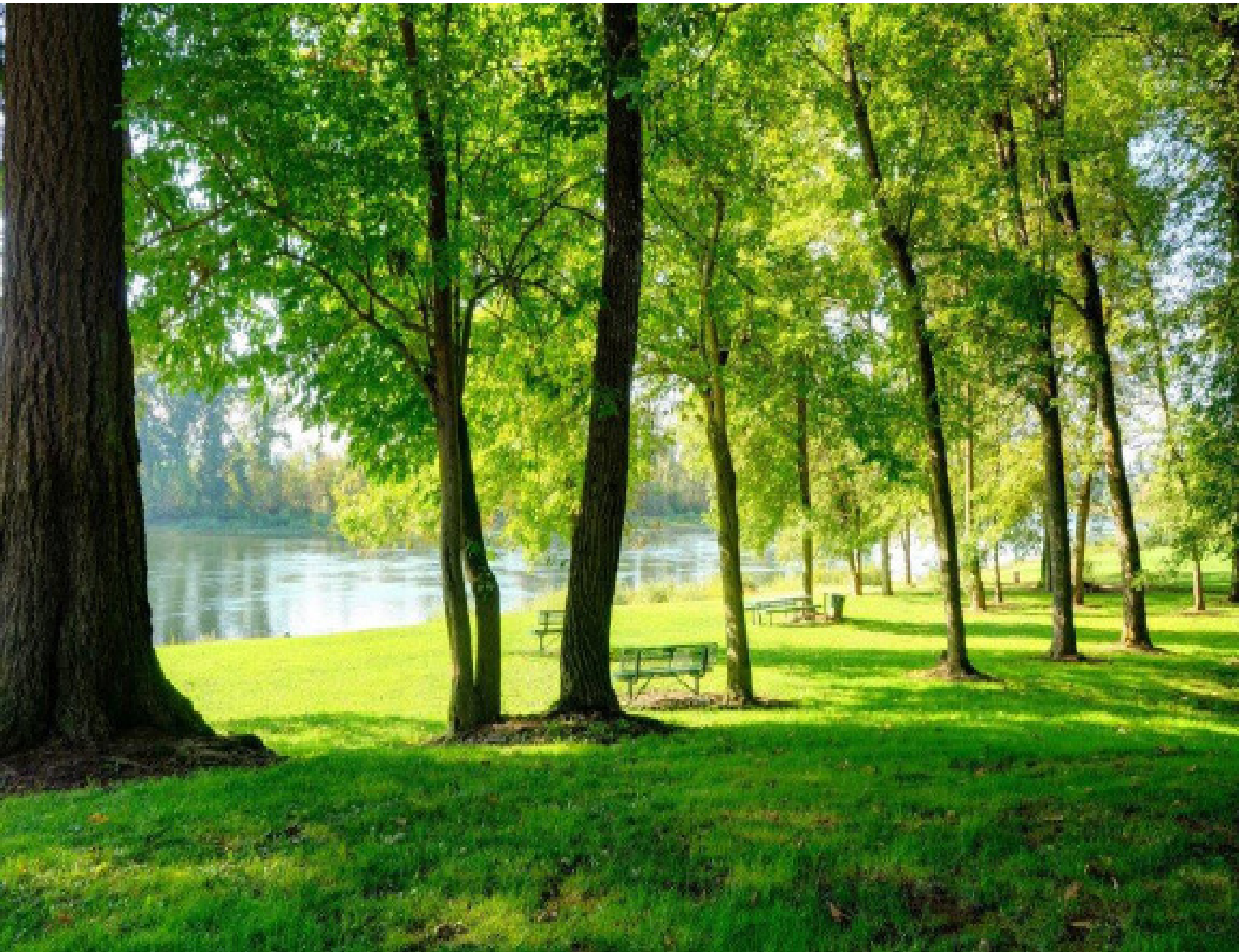


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A Message from the Strategic Planning Team

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.

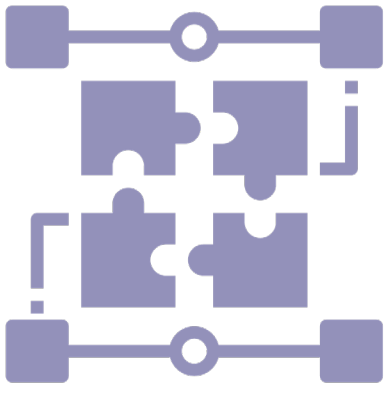
Strategic Planning Process

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)

Engagement Calendar

 CITY OF KEIZER Strategic Plan for the Future	PHASE ONE				PHASE TWO			PHASE THREE		
	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV-DEC
Council Interviews and Workshop										
Leadership Team Workshop										
Community Leader Interviews										
Community Presentations										
Online Survey										
Website, social media, news, posters, flyers, etc.										
Utility bill insert (mail and digital)										
Action Planning Staff Workshop										
Staff Review										
Community Review										

Phase 2: Strategic Plan Development

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.

Action Planning Workshop

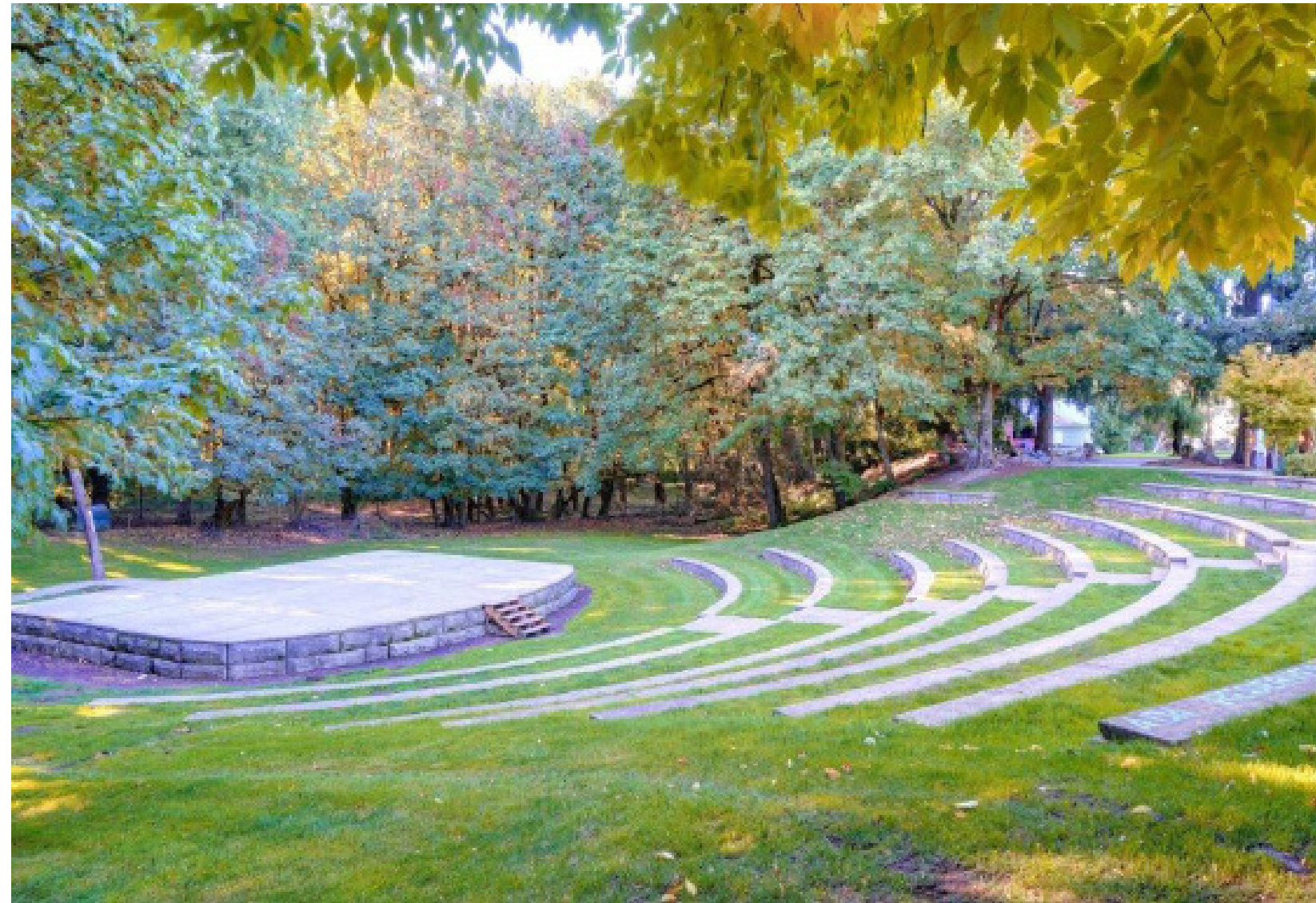
In October, the strategic planning team gathered with additional staff representation from all levels of the organization for an action planning workshop provide feedback on the mission, vision, values, and goals and consider all planned future projects, existing projects underway, and news ideas to 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

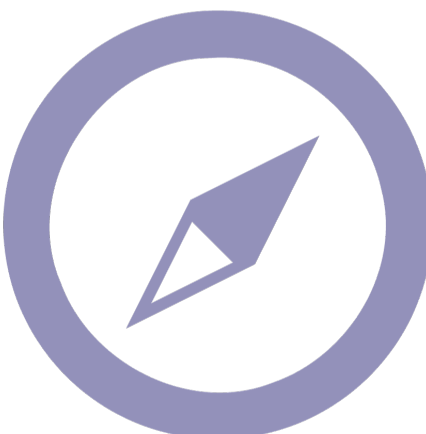
We provide excellent city services to support quality of life, safety, and community for all.



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.

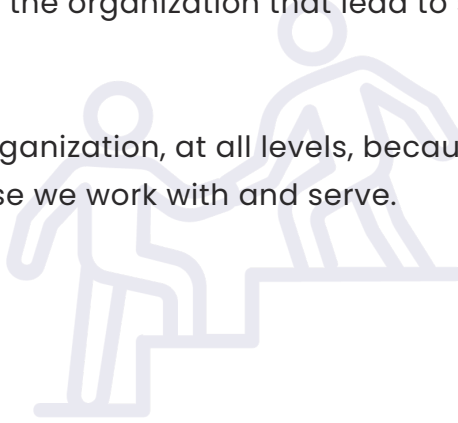
We work collaboratively to identify innovative solutions that have a sustainable and long-term benefit for the community.

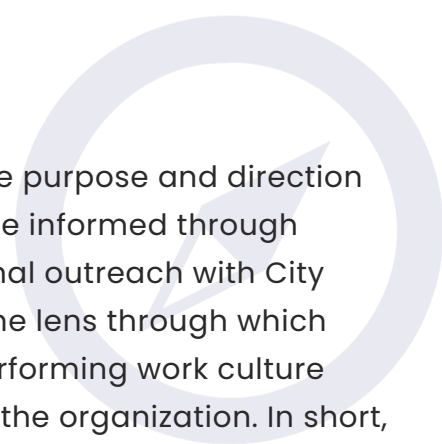
We believe the best decisions are made when we trust each other to be flexible in developing solutions, sharing knowledge, being creative and communicating openly and clearly.

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: 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

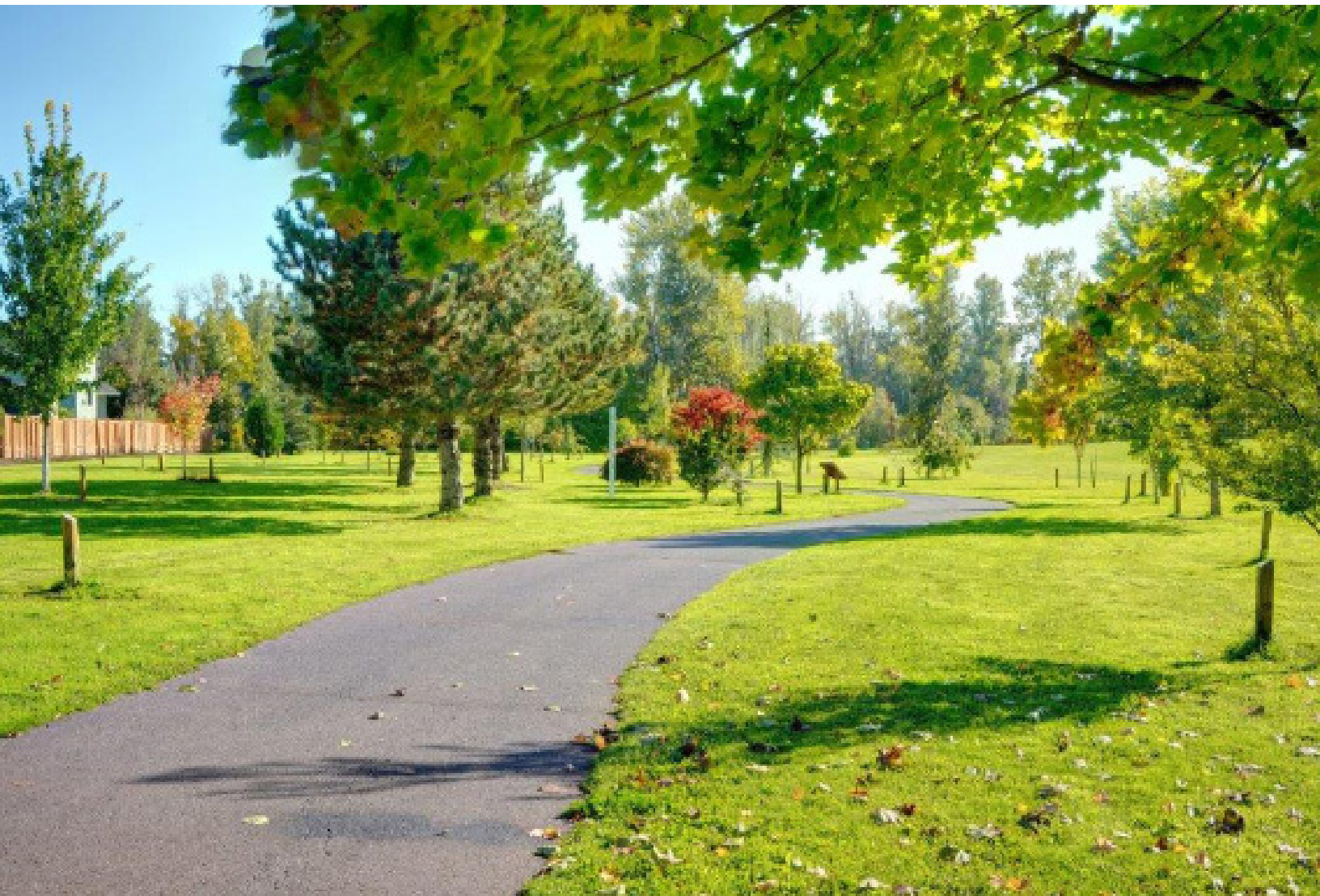
Goal Six: Strong + Sustainable Government

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



Planning Commission Meeting Date: January 10,
2024

To: Planning Commission
From: Shane Witham, Planning Director
Subject: Work Plan

Proposed Motion

A motion is not necessary, as the work plan is not formally adopted. However, staff would like to obtain Planning Commission consensus on the proposed work tasks.

I. Summary

Historically, the Planning Commission uses the first meeting of the year to discuss the upcoming year's "work tasks". This is an informal process and is intended to provide guidance and direction to staff. This is also an opportunity for the Planning Commission to add or remove items and provide input on prioritization of identified tasks.

II. Background

- A. The attached "work plan" includes tasks, projects, and text amendments that have been identified by staff for the Planning Commission to consider. There are also some "ongoing" tasks identified. Staff would like input from the Planning Commission regarding any additional items that should be added, as well as any modifications to the items identified.

III. Current Situation

- A. Staff will present the list of work tasks and provide clarification as needed. Staff requests that the Planning Commission considers the proposed tasks for the upcoming year, and recommend any additions or changes for staff to incorporate into the list for this upcoming year.

IV. Analysis

- A. **Strategic Impact** - n/a
- B. **Financial** - n/a
- C. **Timing** - This is the first meeting of the year, so it is appropriate to discuss this year's work tasks.
- D. **Policy/Legal** - n/a

V. Alternatives

- A. By consensus, accept the work tasks as presented
- B. By consensus, direct staff to modify the work tasks with any identified changes desired

VI. Recommendation

Staff recommends that the Planning Commission consider the proposed work tasks and recommend any additions or changes for staff to incorporate into the "work plan" for 2024.

Attachments

- 1. PCTasks2024

"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."

PLANNING COMMISSION WORK TASKS - 2024

- **Climate-Friendly and Equitable Communities Rules**
 - There is still uncertainty with the outcome of the legal action. However, there are several items we will be working on related to the CFEC rules during this upcoming year.
 - Climate Friendly Area Designation (Walkable Mixed-Use Areas)
 - Study was submitted to DLCD in December – waiting to hear back if any additional information is needed.
 - Text Amendments to designate and implement the requirements for Climate Friendly Areas (Walkable Mixed-Use Areas)
 - Council of Governments will be functioning as our consultant to help us put together the batch of text amendments for consideration.
 - This will most likely be multiple meetings.
 - Regional Scenario Planning Work - Underway
 - CFEC rules require regional scenario planning to look at our region and ultimately adopt a preferred scenario for transportation and land use.
 - Coordination with Salem and Marion County –governance structure for the process.
 - ODOT will be performing technical support along with consultant teams to go through this process.
- **Text Amendments – Staff identified**
 - RCOD – reference to partition criteria, scrivener/semantics change for Accessory Dwelling Units
 - Parking in front yard issue and “driveway” definition
 - Design standards clarifications – street facing elevations
 - Sign Code – scrivener clarifications for middle housing types not referenced
 - Possibly consider changing “temporary displays” to 30 days
 - Clarify ambiguity for “accent lighting”
 - Update submittal requirements for partitions and subdivisions to reflect changes to the stormwater section
 - Assisted living references are not consistent throughout code and in various zones
 - Transitional Housing – currently not defined. Need to determine how to address and codify in relation to oxford houses and other non-traditional housing types
- **Master Plan applications**
 - Area D was updated this past year through an amendment – amendments do not currently come to Planning Commission.

- Possible that Area C may apply for a new master plan.
- Likely that property on River Road (Ila-Vey) will pursue a master plan in the upcoming year
- **Housing Needs Analysis/Buildable Lands Inventory:** Update
 - Work has been completed but has not been formally adopted yet – timing of when to adopt yet to be determined.
- **Items Identified by Planning Commission? (TBD)**

ONGOING TASKS/CONSIDERATIONS

- **TSP Update** – this will be a long-term project (18-24 months)
 - Previously identified as a priority
 - With adoption of CFEC rules, timing and process for TSP updates has changed
 - This work will occur after Scenario Planning Work, but some things may start concurrent with the work
- Explore possibilities/options for increasing supply of Employment Lands – this will likely be an ongoing discussion along with bigger questions surrounding UGB expansion
 - Consideration for updating the City’s Economic Opportunities Analysis
- UGB Discussion
 - This will be driven by the Council’s Strategic Plan priorities
- Legislative Rezone of UT properties to RS in north Keizer area.
 - Reflects what is actually developed (LDR) and eliminates possible barriers to infill/redevelopment.
- Legislative rezone/up-zoning of properties identified in Revitalization Plan.
 - MHP at Lockhaven/River
 - Property at Lockhaven/Trail
 (Anticipate this being driven by property owners as opposed to the City)