

CITY OF KEIZER MISSION STATEMENT

KEEP CITY GOVERNMENT COSTS AND SERVICES TO A MINIMUM BY PROVIDING CITY SERVICES TO THE COMMUNITY IN A COORDINATED, EFFICIENT AND LEAST COST FASHION

A G E N D A
KEIZER CITY COUNCIL
EXECUTIVE SESSION

Monday, August 3, 2009

5:30 p.m.

Keizer City Hall

Keizer, Oregon 97303

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. DISCUSSION**
 - a. Pursuant to ORS 192.660(2)(e) – *To conduct deliberations with persons designated by the governing body to negotiate real property transactions.***
 - b. Pursuant to ORS 192.660(2)(f) – *To consider information or records that are exempt by law from public inspection.***
- 4. ADJOURN**

The Oregon Public Meeting Law authorizes governing bodies to meet in executive session in certain limited situations. An executive session is defined as any meeting or part of a meeting of a governing body which is closed to certain persons for deliberations on certain matters as defined by ORS 192.660. These sessions are closed to the public. The media may attend the session, unless the Oregon State Statutes specifically prohibits media attendance. The governing body is not allowed to take any final action or make any final decisions during the executive sessions. Any final action or decision must be made after returning or at the next regularly scheduled meeting.

CITY OF KEIZER MISSION STATEMENT
KEEP CITY GOVERNMENT COSTS AND SERVICES TO A MINIMUM BY PROVIDING CITY SERVICES TO THE COMMUNITY IN A COORDINATED, EFFICIENT AND LEAST COST FASHION

A G E N D A
URBAN RENEWAL AGENCY OF THE CITY OF KEIZER

Monday, August 3, 2009

6:15 p.m.

**Keizer Civic Center - Council Chambers
Keizer, Oregon**

1. CALL TO ORDER

2. ROLL CALL

3. PUBLIC TESTIMONY

This time is provided for citizens to address the Urban Renewal Agency on any matter not scheduled for public hearing.

4. PUBLIC HEARING

- a. RESOLUTION – Authorization for Supplemental Budget to Redesign Community Center Kitchen and Carryover River Road Renaissance Projects**

5. ADMINISTRATIVE ACTION

6. CONSENT CALENDAR

- a. Approval of June 1, 2009 Agency Minutes**
b. Approval of June 15, 2009 Agency Minutes
c. Approval of July 6, 2009 Agency Minutes

7. OTHER BUSINESS

This time is provided to allow Urban Renewal Agency members the opportunity to bring matters before the Agency that are not on tonight's agenda.

8. AGENDA INPUT

9. ADJOURN



BOARD MEETING: August 3, 2009

AGENDA ITEM NUMBER: _____

TO: CHAIR CHRISTOPHER AND BOARD MEMBERS

**THROUGH: CHRIS EPPLEY
CITY MANAGER**

**FROM: SUSAN GAHLSDORF, CPA
FINANCE DIRECTOR**

**SUBJECT: SUPPLEMENTAL BUDGET TO REDESIGN COMMUNITY CENTER
KITCHEN & CARRYOVER RIVER ROAD RENAISSANCE PROJECTS**

ISSUE: The Keizer Urban Renewal Agency has identified a need to develop a redesign of the community center kitchen. Redesign costs for the kitchen are estimated at \$80,000 (including design contingency and excluding construction costs).

The Agency also identified \$150,000 in River Road Renaissance projects that were not completed by June 30, 2009; the funds need to be carried over and appropriated in FY09-10.

Oregon Budget Law provides that a supplemental budget may be adopted when an occurrence or condition that was not known at the time the adopted budget was prepared requires a change in financial planning. Budget adjustments over 10% of the total expenditures in a fund require a public hearing. Oregon Budget Law further provides that a resolution or ordinance be passed to provide authority for the expenditure of additional funds.

The attached resolution identifies the budget adjustments needed and a brief description of the adjustments.

FISCAL IMPACT: Redesign costs for the Community Center kitchen are estimated at \$80,000 (including contingency). Funds designated in the FY09-10 budget to pay down the Urban Renewal District's line of credit can be used reallocated to the Project Fund to pay this cost. Staff estimates that an \$80,000 reduction in debt service in the current fiscal year is not sufficient to extend the receipt of tax increment revenue beyond FY11-12.

The current borrowing rate on the line-of-credit is approximately 3.5%. The district expects to repay the debt by the end of FY11-12. Assuming a 3.5% to 5% interest rate, the interest expense on \$80,000 is between \$7,000 to \$13,000 over the next three years.

The construction costs of the kitchen are expected to be no more than \$670,000 (staff will have a better estimate once the design is completed). Funds for this phase of the project will occur over a

two-year borrowing period; interest payments could range from \$40,000 to \$70,000 (assuming a 3% to 5% interest rate).

Since interest expense does not count toward the District's maximum indebtedness, this cost will reduce the residual tax increment revenue available to the overlapping districts once the Keizer Urban Renewal District sunsets. The projections included in the attachments assume a 3.5% borrowing rate in FY09-10, 4% in FY10-11 and 5% in FY11-12.

Attachment #1 is an amended FY09-10 budget for the Tax Increment Fund and includes a projected a budget for FY10-11 and FY11-12. Staff estimates an ending fund balance of approximately \$30,000 at June 30, 2012 at which time the district is expected to sunset.

Attachment #2 is an amended FY09-10 budget for the Project Fund and includes a projected budget for FY10-11, FY11-12 and FY12-13. These projections include a kitchen redesign and construction in the Civic Center line-item of \$750,000. These projections also include \$150,000 in carryover funds from FY08-09 for River Road Renaissance projects.

Attachment #3 is a financial summary of the District's Sixth Amendment projected through FY12-13 when funds are projected to be fully expended. The attachment identifies total projected expenses compared to the Board approved funding for projects.

RECOMMENDATION: Staff recommends that the Keizer Urban Renewal Board open the public hearing and receive testimony on the Fiscal Year 2009-2010 Supplemental Budget presented in the attached resolution. After all testimony has been received, Staff recommends the Board close the public hearing and begin deliberations as you so choose. Finally, Staff recommends that the Board adopt the attached Supplemental Budget, with amendments if any.

SPECIAL REVENUE FUND
URBAN RENEWAL TAX INCREMENT FUND

AMENDED
2009-10

RESOURCES

1	\$	439,400	<i>Working Capital Carryforward</i>	\$	717,400	\$	697,000	\$	11,500	\$	17,700
2											
3											
4			<i>TAXES & ASSESSMENTS</i>								
5		3,708,200	Tax Increment Revenue		3,804,600		3,804,600		3,937,800		4,075,600
6		141,600	Prior Year Taxes		133,200		133,200		133,200		133,200
7	\$	3,849,800	TOTAL TAXES & ASSESSMENTS	\$	3,937,800	\$	3,937,800	\$	4,071,000	\$	4,208,800
8											
9			<i>MISCELLANEOUS</i>								
10		28,200	Interest		16,600		16,600		16,600		16,600
11	\$	4,317,400	TOTAL RESOURCES	\$	4,671,800	\$	4,651,400	\$	4,099,100	\$	4,243,100

REQUIREMENTS

15			<i>DEBT SERVICE</i>								
16											
17	\$	120,400	Interest	\$	150,000	\$	249,900	\$	161,400	\$	63,200
18		-	Loan Payment		850,000		1,200,000		870,000		1,631,000
19		3,500,000	Bond Principal Payment		3,650,000		3,190,000		3,050,000		2,520,000
20	\$	3,620,400	TOTAL DEBT SERVICE	\$	4,650,000	\$	4,639,900	\$	4,081,400	\$	4,214,200
21											
22			<i>FUND BALANCE</i>								
23		-	Restricted for Debt Service		-		-		-		-
24		697,000	Unrestricted Ending Fund Balance		21,800		11,500		17,700		28,900
25	\$	4,317,400	TOTAL REQUIREMENTS	\$	4,671,800	\$	4,651,400	\$	4,099,100	\$	4,243,100

CAPITAL PROJECTS FUND

URBAN RENEWAL PROJECT FUND

			AMENDED 2009-10	PROJECTED 2010-11		
<u>RESOURCES</u>						
\$ 1,163,018	<i>Working Capital Carryforward</i>	\$ 602,700	\$ 182,218	\$ 22,118	\$ 24,118	\$ 884,972
<u>DEBT PROCEEDS</u>						
-	Loan Proceeds	850,000	1,200,000	870,000	1,631,000	-
11,350,000	Bond Proceeds	-	910,000	-	-	-
\$ 11,350,000	TOTAL DEBT PROCEEDS	\$ 850,000	\$ 2,110,000	\$ 870,000	\$ 1,631,000	\$ -
<u>MISCELLANEOUS</u>						
6,000	Interest	5,000	5,000	5,000	3,000	-
\$ 6,000	TOTAL MISCELLANEOUS	\$ 5,000	\$ 5,000	\$ 5,000	\$ 3,000	\$ -
\$ 12,519,018	TOTAL RESOURCES	\$ 1,457,700	\$ 2,297,218	\$ 897,118	\$ 1,658,118	\$ 884,972
<u>REQUIREMENTS</u>						
\$ 310,400	TOTAL PERSONNEL SERVICES	\$ 93,900	\$ 93,900	\$ 96,700	\$ 99,600	\$ 102,600
84,000	TOTAL MATERIALS & SERVICES	\$ 9,100	9,100	9,200	9,300	9,400
<u>CAPITAL OUTLAY</u>						
4,700	Computer Hardware et al	\$ -	\$ -	\$ -	\$ -	\$ -
600	Gateway/Signage (RRR)	50,000	50,000	50,000	50,000	50,000
-	Grant Programs (RRR)	200,000	250,000	200,000	90,646	-
60,000	River Road Renaissance Projects	300,000	400,000	300,000	300,000	492,672
11,856,500	Civic Center	402,700	1,152,700			
\$ 11,921,800	TOTAL CAPITAL OUTLAY	\$ 952,700	\$ 1,852,700	\$ 550,000	\$ 440,646	\$ 542,672
-	Contingency	38,400	38,400	-	-	-
<u>SPECIAL PAYMENTS</u>						
20,600	Reimbursement to City of Keizer	281,000	281,000	217,100	223,600	230,300
\$ 20,600	TOTAL SPECIAL PAYMENTS	\$ 281,000	\$ 281,000	\$ 217,100	\$ 223,600	\$ 230,300
<u>FUND BALANCE</u>						
182,218	Unrestricted Ending Fund Balance	82,600	22,118	24,118	884,972	-
\$ 12,519,018	TOTAL REQUIREMENTS	\$ 1,457,700	\$ 2,297,218	\$ 897,118	\$ 1,658,118	\$ 884,972

URBAN RENEWAL PROJECT FUND

Financial Summary of 6th Amendment Projects

Working Capital Carryforward	\$ -	\$ 1,306,681	\$ 1,473,449	\$ 265,043	\$ 1,163,018	\$ 182,218	\$ 22,118	\$ 24,118	\$ 884,972	\$ 1,306,681	\$ 1,143,600	\$ 163,081
Loan/Bond Proceeds	23,500,000	1,000,000		6,539,000	11,350,000	2,110,000	870,000	1,631,000	-	23,500,000	23,500,000	-
Interest		46,221	48,377		6,000	5,000	5,000	3,000	-	113,598		113,598
Reimbursement from KS UID Fund			103,392							103,392		103,392
TOTAL RESOURCES	\$ 23,500,000	\$ 2,306,681	\$ 1,623,062	\$ 6,852,420	\$ 12,519,018	\$ 2,297,218	\$ 897,118	\$ 1,658,118	\$ 884,972	\$ 25,023,671	\$ 24,643,600	\$ 380,071
Personnel Services		\$ 237,496	\$ 255,630	\$ 273,515	\$ 310,400	\$ 93,900	\$ 96,700	\$ 99,600	\$ 102,600	1,469,841		
Materials & Services		199,501	102,231	70,757	84,000	9,100	9,200	9,300	9,400	493,489		
Office Furniture & Equipment*		118	4							122		
Aerial Photos		58								58		
Computer Hardware*		7,190	3,095	2,983	4,700					17,968		
Transfer to City Hall Facility Fund			2,806		20,600	281,000	217,100	223,600	230,300	975,406		
TOTAL ADMINISTRATION	\$ 2,500,000	\$ 444,363	\$ 363,766	\$ 347,255	\$ 419,700	\$ 384,000	\$ 323,000	\$ 332,500	\$ 342,300	\$ 2,956,884	\$ 2,500,000	\$ 456,884
Property Acquisition & Development	\$ 1,345,000	\$ 322,429	\$ 262,531	\$ 36	\$ -	\$ -	\$ -	\$ -	\$ -	584,996	\$ 672,400	\$ (87,404)
Street Improvements			528							528		
Sewer System Infrastructure												
Master Plan			7,008	7,184						14,192		14,192
Civic Center (1)	14,045,000		443,700	5,186,358	11,856,500	1,152,700	-	-	-	18,639,258	18,361,200	278,058
River Road Renaissance Projects	4,910,000	60,556	127,016	148,569	60,600	450,000	350,000	350,000	542,672	2,089,413	2,410,000	(320,587)
Grant Programs	700,000	5,884	153,470			250,000	200,000	90,646	-	700,000	700,000	-
Contingency						38,400				38,400		38,400
TOTAL PROJECTS	\$ 21,000,000	\$ 388,869	\$ 994,253	\$ 5,342,147	\$ 11,917,100	\$ 1,891,100	\$ 550,000	\$ 440,646	\$ 542,672	\$ 22,066,787	\$ 22,143,600	\$ (76,813)
TOTAL EXPENDITURES	\$ 23,500,000	\$ 833,232	\$ 1,358,019	\$ 5,689,402	\$ 12,336,800	\$ 2,275,100	\$ 873,000	\$ 773,146	\$ 884,972	\$ 25,023,671	\$ 24,643,600	\$ 380,071
Undesignated Fund Balance	-	1,473,449	265,043	1,163,018	182,218	22,118	24,118	884,972	-	-	-	-
TOTAL EXPENDITURE & FB	\$ 23,500,000	\$ 2,306,681	\$ 1,623,062	\$ 6,852,420	\$ 12,519,018	\$ 2,297,218	\$ 897,118	\$ 1,658,118	\$ 884,972	\$ 25,023,671	\$ 24,643,600	\$ 380,071

(1) Civic Center Costs

Land Acquisition	\$ 229,536
Professional Services	1,940,593
Owner Costs	1,598,883
Construction	14,870,246
\$ 18,639,258	

1 KEIZER URBAN RENEWAL AGENCY, STATE OF OREGON

2
3 RESOLUTION UR09- _____

4
5
6 AUTHORIZATION FOR SUPPLEMENTAL BUDGET TO
7 REDESIGN COMMUNITY CENTER KITCHEN & CARRYOVER RIVER ROAD
8 RENAISSANCE PROJECTS
9

10 WHEREAS ORS 294 provides that a supplemental budget may be adopted
11 when an occurrence or condition that was not know at the time the adopted budget
12 was prepared requires a change in financial planning;

13 NOW, THEREFORE, BE IT RESOLVED by the Board of the Keizer Urban
14 Renewal Agency, that the following appropriation be made for fiscal year ending
15 June 30, 2010:

16

17 Urban Renewal Project Fund	<u>Increase</u>	<u>Decrease</u>
18 Capital Outlay	\$80,000	
19 Revenue – Loan Proceeds		\$80,000
20		
21 Urban Renewal Tax Increment Fund		
22 Debt Service – Loan Payment	\$80,000	
23 Debt Service – Bond Principal Payment		\$80,000
24		

25 Funds designated in the adopted budget to pay principal on the Urban Renewal District's
26 line of credit are needed for the community center kitchen redesign costs.

27

28 Urban Renewal Project Fund	<u>Increase</u>	<u>Decrease</u>
29 Capital Outlay	\$150,000	
30 Revenue – Working Capital Carryforward	\$150,000	
31		

32 Funds for River Road Renaissance Projects were not expended in FY08-09 as anticipated,
33 increasing working capital Carryforward in FY09-10. The District anticipates expending a
34 portion of these funds in FY09-10 on Renaissance projects.

PASSED this ____ day of _____, 2009

SIGNED this ____ day of _____, 2009

Chair

City Recorder



MINUTES
KEIZER URBAN RENEWAL AGENCY
Monday, June 1, 2009
Keizer Civic Center
Keizer, Oregon

CALL TO ORDER Agent Christopher called the session to order at 6:45 p.m. Roll Call was taken as follows:

Present:

Lore Christopher
Richard Walsh
Cathy Clark
Brandon Smith
David McKane
Jim Taylor
Mark Caillier

Staff:

Chris Eppley, City Manager
Kevin Watson, Assistant to the City Manager
Rob Kissler, Public Works
Chief Marc Adams, Police
Nate Brown, Community Development Director
Shannon Johnson, City Attorney
Tracy Davis, City Recorder

**PUBLIC
TESTIMONY**

None

**PUBLIC
HEARING**

None

**ADMINISTRATIVE
ACTION**

**a. Landscape
Grant
Application –
Sonic
Restaurant –
3775 River
Road North**

Community Development Director Nate Brown introduced the owners of the Sonic Drive-In, and reviewed the proposed improvements including separated sidewalks and a water feature. He noted that he recommends City participation consistent with other projects: 100% along River Road and 50% on the side street to existing sidewalks for a total of \$49,958.50.

William and Christina Pufall and Jimmy Crosby explained the planned improvements noting that there will be security cameras on site and reviewing hours of operation. They noted that this Sonic landscape plan is getting nationwide recognition and fielded questions regarding location of the water feature and planned opening day.

Additional discussion took place regarding the funding and city participation.

Agent Taylor moved to approve the sidewalk and landscape grant application for the Sonic Restaurant at 3775 River Road in the amount of \$49,958.50 within the conditions outlined. Agent Smith seconded. Motion passed unanimously as follows:

AYES: Christopher, Walsh, Smith, McKane, Caillier, Taylor and Clark (7)

NAYS: None (0)

ABSTENTIONS: None (0)

ABSENT: None (0)

**OTHER
BUSINESS**

None

**CONSENT
CALENDAR**

a. Approval of April 20, 2009 Agency Minutes

Agent Taylor moved for approval of the Consent Calendar. Agent Smith seconded. Motion passed unanimously as follows:

AYES: Christopher, Walsh, Smith, McKane, Caillier, Taylor and Clark (7)

NAYS: None (0)

ABSTENTIONS: None (0)

ABSENT: None (0)

ADJOURNMENT The meeting was adjourned at 9:06 p.m.

APPROVED:

Lore Christopher, Chair

Debbie Lockhart, Deputy City Recorder

AGENCY MEMBERS

David McKane

Mark Caillier

Jim Taylor

Cathy Clark

Brandon Smith

Richard Walsh

Minutes approved:



MINUTES
KEIZER URBAN RENEWAL AGENCY
Monday, June 15, 2009
Keizer Civic Center
Keizer, Oregon

CALL TO ORDER Agent Christopher called the session to order at 6:30 p.m. Roll Call was taken as follows:

Present:

Lore Christopher
Richard Walsh (6:36)
Cathy Clark
Brandon Smith
David McKane (6:36)
Jim Taylor
Mark Caillier

Staff:

Chris Eppley, City Manager
Kevin Watson, Assistant to the City Manager
Rob Kissler, Public Works
Chief Marc Adams, Police
Nate Brown, Community Development Director
Shannon Johnson, City Attorney
Tracy Davis, City Recorder

**PUBLIC
TESTIMONY**

None

**PUBLIC
HEARING**

**a. Adopting FY
2009-2010**

**Urban Renewal
Agency
Budget,
Making
Appropriations
and Declaring
Tax Increment**

Finance Director Susan Gahlsdorf summarized the budget process which had taken place over the past few months, explained that the Budget Hearing was being held to receive additional public input and reviewed actions which the Agency could take.

Agent Christopher opened the Public Hearing. With no testimony, Agent Christopher closed the Public Hearing.

Agent Taylor moved to adopt a Resolution Adopting FY 2009-2010 Urban Renewal Agency Budget, Making Appropriations, and Declaring Tax Increment. Agent Smith seconded. Motion passed as follows:

AYES: Christopher, Smith, Caillier, Taylor and Clark (5)

NAYS: None (0)

ABSTENTIONS: None (0)

ABSENT: Walsh and McKane (2)

**ADMINISTRATIVE
ACTION**

a. Authorization

Finance Director Susan Gahlsdorf explained the process required by Oregon Budget Law for appropriation transfer adding that the adjustments were anticipated when finalizing the budget.

Agent Taylor moved to adopt a Resolution Authorizing Appropriation

**for
Appropriation
Transfer**

Transfer. Agent Smith seconded. Motion passed unanimously as follows:

AYES: Christopher, Walsh, Smith, McKane, Caillier, Taylor and Clark (7)
NAYS: None (0)
ABSTENTIONS: None (0)
ABSENT: None (0)

**OTHER
BUSINESS**

None

**CONSENT
CALENDAR**

a. Keizer Urban Renewal Bard Appointment – Position #6 – Douglas Tookey

City Manager, Chris Eppley, reported that there was a vacancy on the Keizer Urban Renewal Board. Notice of the vacancy was published and Douglas Tookey was unanimously recommended to fill the vacancy by the Volunteer Coordinating Committee.

Agent Smith moved that the Agency accept the recommendation of the Volunteer Coordinating Committee to appoint Douglas Tookey to position number 6 on the Keizer Urban Renewal Board. Agent Caillier seconded. Motion passed unanimously as follows:

AYES: Christopher, Walsh, Smith, McKane, Caillier, Taylor and Clark (7)
NAYS: None (0)
ABSTENTIONS: None (0)
ABSENT: None (0)

ADJOURNMENT The meeting was adjourned at 6:39 p.m.

APPROVED:

Lore Christopher, Chair

Debbie Lockhart, Deputy City Recorder

AGENCY MEMBERS

David McKane

Mark Caillier

Jim Taylor

Cathy Clark

Brandon Smith

Richard Walsh

Minutes approved:



MINUTES
KEIZER URBAN RENEWAL AGENCY
Monday, July 6, 2009
Keizer Civic Center
Keizer, Oregon

CALL TO ORDER Agent Christopher called the session to order at 6:30 p.m. Roll Call was taken as follows:

Present:

Lore Christopher
Richard Walsh
Cathy Clark
Brandon Smith
David McKane
Jim Taylor

Absent:

Mark Caillier

Staff:

Chris Eppley, City Manager
Kevin Watson, Assistant to the City Manager
Rob Kissler, Public Works
Marc Adams, Police Chief
Nate Brown, Community Development Director
Shannon Johnson, City Attorney
Tracy Davis, City Recorder

**PUBLIC
TESTIMONY**

None

**PUBLIC
HEARING**

None

**ADMINISTRATIVE
ACTION**

**a. Town &
Country Grant
Application**

Community Development Director Nate Brown reported that this grant application had been approved by the Keizer Urban Renewal Board and is both a Design Services Grant for landscape design and sidewalk relocation and a Façade Improvement Grant. He concluded with the recommendation that the Agency approve a grant for \$6,320 for the Landscape/Sidewalk phase and \$2,208 for the Building Façade phase for a total of \$8,528.

Mardi Smith and Laura Marshall from Town & Country fielded questions and provided additional information regarding signage, alternate sources of funds and sidewalk position.

Agent Taylor moved to approve a grant to allow Town & Country to prepare the design and construction plans for a sidewalk/landscaping project, and for facade improvements in the amount of \$8,528 subject to the applicant entering into a grant agreement with the City. Agent

Smith seconded. Motion passed as follows:

AYES: Christopher, Walsh, Smith, McKane, Taylor and Clark (6)

NAYS: None (0)

ABSTENTIONS: None (0)

ABSENT: Caillier (1)

**b. Authorizing
City Manager
to Enter
Agreement for
Redesign of
Civic Center
Kitchen**

City Manager Chris Eppley explained that the Community Center space has evolved into a facility for larger events as opposed to just community use. The design included a small kitchen but feedback from caterers has indicated that redesign to include a commercial kitchen would allow a significant increase in opportunity for events to be booked for the facility. He requested that the Agency approve an addendum to Group Mackenzie's contract for the redesign.

Mr. Eppley noted that this project would still keep the Civic Center within its original budget, it would not extend the sunset timeline of the Urban Renewal District, and that worst case scenario would be \$700,000 to \$750,000 which would be within the means of the City.

Agent Taylor moved to authorize the City Manager to enter into the attached agreement with Group Mackenzie for additional professional services to redesign the Keizer Community Center catering/warming kitchen to a more professional standard capable of being utilized to prepare food on site for events of 450 to 625 guests and that City Council direct staff to develop an amendment to the adopted FY 2009-2010 Urban Renewal Budget adding \$80,000 to the Civic Center line item for professional architect/engineering and associated services for the kitchen redesign. Agent Smith seconded. Motion passed as follows:

AYES: Christopher, Walsh, Smith, McKane, Taylor and Clark (6)

NAYS: None (0)

ABSTENTIONS: None (0)

ABSENT: Caillier (1)

**OTHER
BUSINESS**

None

ADJOURNMENT

The meeting was adjourned at 6:56 p.m.

APPROVED:

Lore Christopher, Chair

Debbie Lockhart, Deputy City Recorder

AGENCY MEMBERS

David McKane

~ Absent ~
Mark Caillier

Jim Taylor

Cathy Clark

Brandon Smith

Richard Walsh

Minutes approved:

CITY OF KEIZER MISSION STATEMENT
***KEEP CITY GOVERNMENT COSTS AND SERVICES TO A MINIMUM BY PROVIDING
CITY SERVICES TO THE COMMUNITY IN A COORDINATED, EFFICIENT, AND LEAST
COST FASHION***

AGENDA

KEIZER CITY COUNCIL

REGULAR SESSION

Monday, August 3, 2009

7:00 p.m.

Robert L. Simon Council Chambers
Keizer, Oregon

1. **CALL TO ORDER**

2. **ROLL CALL**

3. **PLEDGE OF ALLEGIANCE**

4. **PUBLIC TESTIMONY**

*This time is provided for citizens to address the Council on any matters
other than those on the agenda scheduled for public hearing.*

5. **PUBLIC HEARINGS**

6. **ADMINISTRATIVE ACTION**

- a. **RESOLUTION** – Accepting and Acknowledging the Keizer Compass – Community Vision 2029 Statement
- b. **RESOLUTION** – Authorizing the City Manager to Enter Into A Collective Bargaining Agreement with Keizer Police Association

7. **CONSENT CALENDAR**

- a. **RESOLUTION** – Authorizing the City Manager to Enter an Agreement with Newman Paving for Construction of Paved Pathway at County Glen Park and Paved Pathway - Parking Area at Wallace House Park
- b. **RESOLUTION** – Authorizing Disposition of Surplus Property (Keizer Police Department Copy Machine)
- c. Approval of July 13, 2009 Work Session Minutes

d. Approval of July 20, 2009 Regular Session Minutes

8. COMMITTEE REPORTS

- a. Appointment to Keizer Bikeways Committee
- b. Appointments to Keizer Planning Commission

9. OTHER BUSINESS

This time is provided to allow the Mayor, City Council members, or staff an opportunity to bring new or old matters before the Council that are not on tonight's agenda.

- a. New Business or Old Business Issues

10. WRITTEN COMMUNICATIONS

To inform the Council of significant written communications.

11. AGENDA INPUT

August 10, 2009

5:45 p.m. – City Council Work Session

- Marion County Solid Waste Management Plan
- Master Telecom/Cell Phone Tax

August 17, 2009

7:00 p.m. City Council Meeting

- Certification of Street Lighting Districts
- Certification of Delinquent Sewer Accounts

September 8, 2009 (Tuesday)

7:00 p.m. City Council Meeting

12. ADJOURNMENT

CITY COUNCIL MEETING: August 3, 2009

AGENDA ITEM NUMBER: _____

TO: MAYOR CHRISTOPHER AND COUNCIL MEMBERS

THROUGH: CHRISTOPHER C. EPPLEY, CITY MANAGER

FROM: E. SHANNON JOHNSON, CITY ATTORNEY

**SUBJECT: *RESOLUTION ACCEPTING AND ACKNOWLEDGING
COMMUNITY VISION 2009***

The Visioning Citizens Advisory Committee (CAC) was appointed by City Council last fall and has met monthly from November 2008 to June 2009. The CAC has worked with staff and consultants from Cogan Owens Cogan to develop a community vision statement.

The vision statement is attached to the enclosed Resolution. This “Community Vision 2029” is an aspirational statement that serves as a “compass” to guide future formal planning efforts. As such, it is not an amendment or subset of the Comprehensive Plan or Development Code.

RECOMMENDATION:

Adopt the attached Resolution accepting and acknowledging the “Keizer Compass – Community Vision 2029” statement.

Please let me know if you have any questions. Thank you.

ESJ/tmh
attachment

CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

Resolution R2009-_____

ACCEPTING AND ACKNOWLEDGING THE KEIZER
COMPASS – COMMUNITY VISION 2029 STATEMENT

WHEREAS, the Visioning Citizen Advisory Committee (CAC) was appointed by the
Keizer City Council in the fall of 2008 and such committee has met monthly from November
2008 to June 2009;

WHEREAS, the committee has worked with City staff and consultants from Cogan
Owens Cogan to develop a community vision;

WHEREAS, this collaborate effort has resulted in the production of the “Keizer
Compass – Community Vision 2029” statement;

WHEREAS, the Keizer City Council has considered this vision statement and wishes to
accept and acknowledge such statement;

NOW, THEREFORE,

BE IT RESOLVED by the City Council of the City of Keizer that the attached “Keizer
Compass – Community Vision 2029” statement is hereby accepted and acknowledged by the
City Council.

BE IT FURTHER RESOLVED that such vision statement is not an amendment or
subset of the Keizer Comprehensive Plan or the Keizer Development Code and does not
constitute a land use decision.

PASSED this _____ day of _____, 2009.

SIGNED this _____ day of _____, 2009.

Mayor

City Recorder

City of Keizer, Oregon

KEIZER COMPASS
POINTING
TO THE FUTURE

★ Pride ★ Spirit ★ Volunteerism



Community Vision 2029

A citizen-driven effort in collaboration with
Cogan Owens Cogan, LLC
and Steven Ames Planning

June 2009

Prepared by

COGAN
OWENS
COGAN

Acknowledgements

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City of Keizer

- Nate Brown, Community Development Director
- Sam Litke, Senior Planner
- Debbie Lockhart, City Recorder

Citizen Advisory Committee (CAC)

- Lore Christopher
- Jeff Cowan
- Beth Daniell
- Jim Jacks
- Shelley King
- Craig Koller
- Curt McCormack
- Debbie McCune
- Jerry Nuttbrock
- Greg Rands
- John Rizzo
- James Taylor
- Richard Walsh
- Lyndon Zaitz

Oregon Department of Land Conservation and Development (DLCD)

- Steve Oulman, Mid-Willamette Valley Regional Representative

Consulting Team

- Cogan Owens Cogan, LLC
 - Elaine Cogan
 - Daniel Christensen
 - Alisha Dishaw
 - Nancy Marshall
- Steven Ames, Steven Ames Planning

Photos courtesy *Keizertimes*, Lyndon Zaitz, Publisher

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Keizer and surroundings

Keizer Compass Executive Summary

Introduction

The City of Keizer embarked on a community-based process to create a 20-year Vision for the community in November 2008. This process, entitled "Keizer Compass," was characterized by broad community outreach, including a community survey, youth engagement forum and three community events: two public forums and an open house. A Citizens Advisory Committee (CAC) met regularly to guide and advise on key elements of the process and serve as primary steward of the Vision.

The City engaged Cogan Owens Cogan, LLC (COC) to help design and manage the visioning effort. As part of this process, residents were asked to identify attributes of their ideal community in the year 2029 and how those aspirations might be realized. COC worked collaboratively with the CAC and City staff to collect and refine this input to develop a vision statement that is generally representative of the Keizer community.

In addition to an overarching statement, the Keizer Vision consists of seven key thematic areas that further define the attributes of a preferred Keizer in 2029. Each theme is followed by corresponding implementation ideas that provide the community with specific ways to "Realize our Vision" in the future.

The intent of this Keizer Compass 2029 Vision is to serve as a basis for future City plans, policies and decisions, including ongoing updates of the City's Comprehensive Plan. In addition, it is intended to guide partner organizations who are an integral part of the community's fabric and can have an instrumental role in helping achieve the Vision over time.

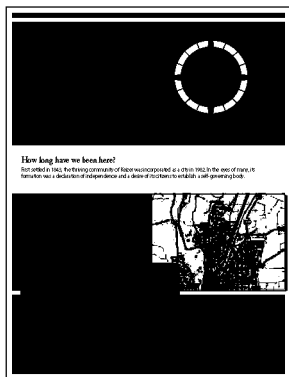
Vision

Keizer Compass Vision for 2029:

In 2029, Keizer is a safe, clean, well-connected community where we live, work and play. Responsible growth has resulted in local economic prosperity and a mix of quality housing options while preserving our community's small town character. We thrive from an efficient government and by doing the most we can with the resources we have. We are an active, engaged community with a strong volunteer spirit.

Themes

The following seven themes define key aspects of the Vision most meaningful to Keizer residents. Each consists of a series of sub-themes that specify important ideas or concepts.



Keizer Community Profile (complete document in Appendix B)

A Proud, Engaged Community

Our citizens support and celebrate our community. We enjoy...

- Frequent opportunities to celebrate our unique accomplishments, traditions and history.
- Active citizens with civic pride and a spirit of volunteerism.
- Programs and facilities that provide opportunities for citizens of all ages.
- Easy access to information on local programs and options to participate in local government.

A Thriving Local Economy

We have a thriving local economy with strong businesses, diverse industries and good jobs. We enjoy...

- A variety of living-wage jobs in the city.
- A diversified economic base that attracts and retains an abundance of sustainable industries.
- An abundance of clean, green jobs.
- Industries that are invested in the community and enhance our connections to the regional and global economy through strategic collaboration.
- A range of goods and services for all.
- Being a centrally-located event destination.
- A high-quality, well-qualified work force.

A Clean, Green Environment

We are a clean, hospitable community with good water, air and access to green and open spaces. We enjoy...

- Sufficient land for outdoor recreation.
- An abundance of trees and greenery.

- Clean drinking water, rivers and streams that sustain the local ecosystem and protect groundwater sources.
- Programs and policies that encourage recycling, reducing waste and energy efficiency.

Responsible Growth and Development

We have sufficient land for jobs and housing, while preserving our small town character through responsible growth and development. We enjoy...

- An adequate land supply that provides local economic opportunities and accommodates the need for a variety of housing options.
- Well-planned, mixed-use, energy-efficient development that preserves Keizer's small town character.
- Adequate infrastructure for current and future needs.

Balanced Transportation

Our residents have easy access to and from other places in the region and a variety of transportation options that enhance mobility and increase efficiency. We enjoy...

- Improved I-5 access that helps visitors and commuters get to and from the city with ease.
- A variety of energy efficient transportation options, including public transit, bicycle and pedestrian amenities and rail service to other communities.
- Sufficient and well maintained roads that control and mitigate traffic congestion.

Excellent Public Services

Our citizens are well served by an efficient government, excellent government programs and services and a low tax base. We enjoy...

- High-quality public safety.
- Well maintained streets, bicycle and pedestrian pathways.
- High-quality water, sewer, stormwater management, parks and recreational facilities and other services.
- A responsive local government.
- A collaborative relationship with schools that prepares all students for a successful future.

Quality Civic Amenities

Our civic amenities, cultural, entertainment and recreational facilities enhance the quality of life for all. We enjoy...

- Diverse recreational facilities, such as entertainment and sports-related facilities.
- High-quality parks, connected green spaces and access to the Willamette River.
- Community gathering places, including an identifiable downtown area, library and community/youth center.

Key Findings: How do we realize our Vision?

The results of this Keizer visioning process suggest directions the City and its citizens can take to realize its short- and long-term ideal future.

- **Manage Growth and Development.** Maintaining Keizer's "small town feel" while balancing expected growth and development pressures will continue to be a high-priority challenge. In informal polls and at the community events, residents have shown more interest in this issue than in most others. Those who expressed concern that expanding the Urban Growth Boundary (UGB) affects everyone's lifestyle cite alternative means of accommodating growth to maintain the general character of Keizer

and the inherent sense of community and togetherness they cherish.

- *Consider policies that enhance the efficient use of existing land within the UGB.*
- *Carefully examine long-term impacts to community livability of seeking additional land though expansion of the City's UGB.*
- **Maintain a Sense of Community.** Keizer is a proud community of active, involved citizens. Residents cherish the community's volunteer spirit as a key asset in realizing their Vision. Keizer residents favor additional opportunities for all to participate in their community. Additionally, Keizer residents have a proud sense of togetherness.
 - *Consider retaining just one high school as a symbol of community connectedness.*
 - *Maintain and increase civic celebrations and other volunteer efforts.*
- **Become More Sustainable.** Sustainability is at the heart of Keizer's future. Residents want a clean, green environment that includes additional parks, clean water and abundant greenery.
 - *Promote policies that enhance the ability of automobiles, pedestrians and bicycles to get around more efficiently.*
 - *Create and encourage neighborhoods that are more connected, with goods and services easily available.*
- **Maintain Efficient Public Services.** Keizer residents are proud of their public services and favor those that are fiscally resourceful. Public safety is of highest priority. Residents also want a responsive government that meets their expectations in an efficient manner.
 - *Engage more residents in ongoing deliberative, collaborative efforts with their government.*

Participants express their opinions at the Open House

- *Build and strengthen networks and coalitions with partner organizations.*
- **Preserve Keizer's Livability.** Keizer is a livable community and residents want to keep it that way. Aspects of livability include: keeping Keizer a safe place to live; maintaining streets and roads; controlling traffic and managing development; making Keizer an affordable place to purchase and own a home; attracting diverse industries with family-wage jobs; encouraging cultural and civic facilities; and favoring additional places to shop that appeal to a variety of people.
- *Increase number and access to parks and open space and add greenery to enhance the physical health and beauty of the community.*
- *Develop and nurture economic development policies that attract and retain desirable jobs for current and future Keizer residents.*

Summary of Key Findings

"Pride, spirit and volunteerism." According to the visioning process just completed, today's motto of the City of Keizer would serve the community well in the future. Keizer citizens are generally satisfied with their city today and envision it much the same in 2029, while allowing for reasonable growth and change. At the heart of their 2029 Vision is the distinct enjoyment of Keizer's "small town feel" and citizens' aspirations to preserve and enhance this key community attribute over time.



The Citizens Advisory Committee (CAC) met eight times

Introduction

This report is the community Vision for the City of Keizer in the year 2029. It is based on “Keizer Compass,” a broad engagement process to capture the values and aspirations of its citizens for their future.

In the context of community planning, the Keizer Vision is a declarative statement of desired outcomes for a particular place at a particular time in the future – in this case, Keizer 20 years from the date of this project: 2029.

In this visioning process, the Keizer community was engaged first to describe the attributes of their ideal community; then, to agree on themes; and finally, to articulate implementation strategies that would help achieve these aspirations over time. In considering these generally congruent but occasionally divergent aspirations, the final Keizer Vision is a mirror of the community it represents. It encompasses the broadest range of community values and can serve as a framework for creating and implementing future City policy, informing future budget allocations and other City decisions and updating elements of the City’s Comprehensive Plan. The Vision also is a blueprint for how community members and other key stakeholder groups can continue to work in collaborative partnership with the City – an attribute of Keizer that is very important to its residents.

This visioning project was funded through a grant from Oregon Department of Land Conservation and Development (DLCD) as a task in the City’s Periodic Review work plan. By State law, the City must periodically reexamine key elements of its Comprehensive Plan to ensure it has a 20-year supply of land to meet its projected needs. When the demand

exceeds supply, the City can explore options for accommodating this. One alternative is to request State approval to expand its Urban Growth Boundary (UGB). Alternately, the City can consider strategies for meeting anticipated growth through policies and actions relating to the use of its existing land supply.

How Did We Create Our Vision?

In November 2008, the City of Keizer engaged the consulting firm of Cogan Owens Cogan, LLC (COC) to assist the City in conducting this visioning process. COC collaborated extensively with City staff and a Citizens Advisory Committee (CAC) in engaging Keizer residents to project what Keizer should be like in 20 years, 2029. The process consisted of these key steps:

- Citizens Advisory Committee (CAC).** Fourteen citizens representing diverse facets of the Keizer community met regularly with the consultant and Staff during the course of the project to review key findings and develop the Vision, themes and elements that were taken to the public for review and comment.
- Community Profile.** Thousands of copies of a four-page, easy-to-read snapshot of key information, facts and statistics about the City were produced and distributed to the community as the first step in the outreach process.



*Citizens Advisory Committee
Back row: Richard Walsh, James Taylor, Lyndon Zaitz, Jim Jacks,
Curt McCormack, Craig Koller. Front row: Mayor Lore Christopher,
Shelley King, Beth Daniell, Debbie McCune. Not pictured: Jerry
Nuttbrock, Greg Rands, John Rizzo, Jeff Cowan*

- **Community Survey.** Residents were asked questions about what matters most to them in Keizer by answering an Internet-based survey. More than one percent of the population – a sizable response rate – responded with ideas and concepts that were explored during subsequent phases.
- **Youth Forum.** McNary High School students participated in a special session facilitated by the consultant where they discussed their unique and creative perspectives for the future of Keizer. Student representatives made a presentation at the first community forum.
- **Community Forums.** Two well-attended interactive events were held at the high school to engage residents in discussing what Keizer should be in 2029 and to examine a possible Vision and its elements.

- **Open House.** In tandem with the opening of the new Keizer City Hall, hundreds of Keizer citizens took the opportunity to review and comment on the draft Vision, key elements, themes and possible implementation ideas.

Throughout, COC, staff and members of the Citizens Advisory Committee (CAC) worked closely with to review and refine findings and draft elements of the Vision. Details follow.



Keizer kids learn fire safety

The Visioning Process

The Keizer Compass visioning process consisted of the following components:

Citizens Advisory Committee

As noted previously, the Citizen Advisory Committee (CAC) was appointed by the City Council to oversee the creation of the Vision, provide guidance on the process, review and refine draft materials and serve as initial stewards of the Vision. The 14 members, comprising a cross-section of community and civic interests: elected officials, neighborhood representatives, the Chamber of Commerce, and publisher of the *Keizertimes* newspaper, are the following:

- Lore Christopher, Mayor, City of Keizer
- Jeff Cowan, Keizer Fire District
- Beth Daniell, Gubser Neighborhood Association
- Jim Jacks, City of Keizer Planning Commission
- Shelley King, Citizen
- Craig Koller, Citizen
- Curt McCormack, Citizen
- Debbie McCune, Keizer Chamber of Commerce
- Jerry Nuttbrock, West Keizer Neighborhood Association
- Greg Rands, City of Keizer Planning Commission
- John Rizzo, City of Keizer Planning Commission
- James Taylor, City Councilor
- Richard Walsh, City Councilor
- Lyndon Zaitz, Publisher, *Keizertimes*

Over the course of the visioning process, between November 2008 and June 2009, the CAC held eight meetings. Agendas and summaries for each CAC meeting are found in Appendix A.

At each meeting, CAC members worked collaboratively with Staff and the consultant to develop and refine components of the visioning process, providing invaluable guidance on how to ensure the Vision would be most representative of the Keizer community. One of the first CAC tasks was to agree on a name for the process and the ensuing Vision. “Keizer Compass” was the unanimous choice. The name and the logo were affixed to all visioning materials and announcements.

KEIZER COMPASS
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★ Pride ★ Spirit ★ Volunteerism

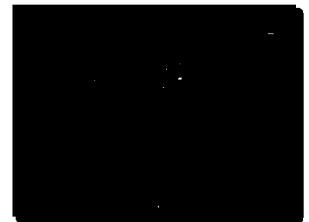


Community Profile

The purpose of the Community Profile was to provide a basis of factual and statistical information from which citizens would engage in future discussions. The Community Profile, Appendix B, provides a range of information based on the following questions:

- *How long have we been here?*
- *Where are we?*
- *Who are we?*
- *How do we earn a living?*
- *How do we live?*
- *How do we use our land?*
- *Where do we play?*
- *Where do we educate our children?*
- *How do we govern ourselves?*
- *How do we pay for our services?*

Approximately 14,000 Community Profiles were printed and delivered to Keizer residents in their water bills. Accompanying the profile was a letter from Mayor Lore Christopher describing the purpose and objectives of the Keizer Compass visioning process and encouraging citizen participation.



Citizens report at Community Forum

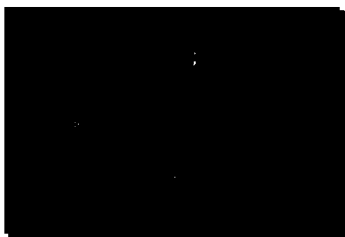


Community Survey

The next step in the Keizer Compass visioning process was to create and deploy a confidential, Internet-based survey. The purpose of the survey was to elicit answers to a broad range of questions regarding Keizer's future that would provide an initial gauge of attitudes and priorities and be explored further during future community events.

COC, in collaboration with the CAC and City Staff, developed the survey, consisting of these questions:

- *In 20 years, do you think Keizer will be better/ worse/same place to live?*
- *What are Keizer's three greatest strengths today?*
- *What will Keizer's three greatest strengths be in 20 years?*
- *What are Keizer's three greatest challenges today?*
- *What will Keizer's three greatest challenges be in 20 years?*
- *What are three key issues facing Keizer over the next 20 years?*
- *What are three most important attributes of your ideal Keizer?*



Hundreds of citizens review the draft Vision at the Open House

Respondents were also asked for demographic information: how long they have lived in Keizer, their gender and age, whether they work in Keizer, and if they own or rent their home.

The survey was programmed into surveymonkey.com, a simple, user-friendly online service to collect responses via the Internet. It was deployed

between December 17, 2008 and February 15, 2009, eliciting 382 responses, or slightly more than one percent of the population of Keizer. It was publicized in the *Keizertimes* and through the newspaper's and the City's website. City staff also encouraged people on various City committees and community organizations to respond.

The survey questions and a full summary of results, including responses ranked by level of importance, are found in Appendix C.

Key Survey Findings

Environment. High-quality water and air, conservation of natural resources and opportunities to recycle and reuse are of high importance to respondents. Providing for alternative transportation needs is considered the least important. Other important factors are preserving natural areas and green space.

Quality of Life. Controlling traffic and providing opportunities for youth are considered most important by respondents. Arts, culture and civic celebrations are less important. Other important factors include a library and maintaining a small town atmosphere.

Economy. Providing local jobs and a variety of work opportunities are considered most important to respondents, while additional development is less important. Other important factors include keeping taxes low and supporting local businesses.

Land Use. Green and open spaces, additional public infrastructure, affordable housing and a variety of housing choices/types are most important to respondents. Creating a downtown/civic center and more compact development is less important. To some,

expanding the Urban Growth Boundary (UGB) is important, while others are more interested in maintaining the existing UGB.

Public Services. Maintaining and enhancing public safety, quality public schools, well maintained streets and roads and low property taxes compared with other cities are most important to respondents. Providing parks and recreational opportunities, social services and “safety nets” and a library are less important. Other important factors include creating a recreation district.

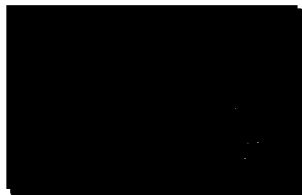
Additional Comments.

- Most people (56%) believe Keizer will be a better place in the next 20 years.
- Keizer’s greatest strengths today:
 - Volunteerism
 - Community pride and spirit
 - Livability
 - Leadership
 - Low taxes
 - “Small town feel”
 - Public services, including police and fire
- Keizer’s greatest strengths in the next 20 years:
 - Location and access to the I-5
 - Good governance
 - Good public services
 - Volunteerism
 - Livability
 - Good neighborhoods and schools
- Keizer’s greatest challenges today:
 - Growth management
 - Maintaining green space
 - Transportation, traffic and congestion control

- Maintaining jobs and a good economy
- Crime
- Keizer’s greatest challenges in the next 20 years:
 - Controlling crime as the community grows
 - Maintaining and replacing urban infrastructure
 - Growth management
 - Adequate land for development
 - Traffic control and congestion
 - Maintaining good public safety
 - Providing good jobs
- Key issues facing Keizer in the next 20 years:
 - Growth/sprawl
 - Crime
 - Maintaining good schools
 - Providing and attracting good jobs
 - Controlling traffic
- Attributes of the ideal Keizer:
 - Small town feel
 - Good schools
 - Clean
 - Safe
 - Affordable
 - More green, sustainable
 - Low taxes
- Respondent demographics:
 - The majority (70%) are between 37 and 65 years old
 - The majority (57%) are male
 - The majority (90%) own their own home
 - Most have lived in Keizer an average of 18 years
 - The majority (42%) work in Salem; 20% are employed in Keizer



Community Forum participants at McNary High School



Time to visit with friends and neighbors at the Open House

Youth Forum

An important step in the Keizer Compass visioning process was to engage youth by soliciting their perspectives and aspirations. It also served as an invaluable educational opportunity for young people to learn about the importance of public

participation in creating desirable future outcomes for their community.

With the enthusiastic approval and cooperation from McNary High School Principal, Ken Parshall, and Activities Director, Jason Heimerdinger, COC and City staff conducted a youth forum at the high school from 12:30 to 2:30 p.m. January 27, 2009. To involve a representative sample, students from the school's Youth Leadership class plus several others participated. The group of 31 was diverse, encompassing a range of age, class, ethnicity and interests.

After a brief overview of the visioning process, the students were seated at randomly-assigned tables of approximately five to six and one discussion leader. Prior to the forum, COC summarized techniques for effectively leading discussions with five students from the Leadership Class who led the small group discussions. They also agreed to participate in the first community forum to report on the results of their youth vision session.

The young people discussed the same questions that would be asked at the community forum that would follow:

- *What do you like best about living in Keizer?*
- *What would make Keizer a better place?*
- *What is your vision of a future Keizer you want to live in?*
- *What can be done to achieve your vision?*

A full summary of the Youth Forum is found in Appendix D.

Youth Forum Findings

The following themes were emphasized by participants:

- **Community and Sense of Pride.** In general, Keizer youth appreciate the small size of the city, its physical beauty and cleanliness, and closeness to Salem and Portland. Although young people feel safe in Keizer, they would like to have a more positive relationship with police. Students appreciate being involved in the visioning process, and desire more community outreach and engagement in the future, as well as opportunities for community service. They also favor continued or enhanced civic celebrations.
- **Growth and Development.** Youth feel it is important to maintain the small town character of Keizer by preventing the city from getting too big, preserving open and green space, and controlling future traffic impacts. Implementing "green" strategies to ensure environmentally-compatible development, as well as transportation and energy efficiency are consistent themes. Some say Keizer should develop more densely and vertically, with taller buildings, to accommodate future growth and provide more of a centralized "downtown" area either within, in proximity to or in addition to Keizer Station. While controlling the character of Keizer is considered important, many also are concerned about housing affordability. While the importance of physical improvements to the high school is a consistent refrain, there are notable objections to building an additional high school, as this may separate or bifurcate different segments of the community.
- **Entertainment and Recreation.** There are insufficient entertainment opportunities oriented toward youth. The majority of participants envision additional retail and entertainment options appealing to young

people by 2029, specifically a movie theater. Additional recreational opportunities, such as parks and a swimming pool, a library, and a youth center also are favored.

- Economic Opportunity.** Young people desire an economically viable and thriving Keizer. They envision strong businesses that provide jobs and enhance the quality of life. Providing future employment opportunities is particularly important for those who want to live and work here after high school and college. Several say that Keizer needs more development – specifically, new and potential “green” industries. Others favor an institution of higher education to provide more economic opportunities. The young people who participated in the forum recognize that increased taxes are a means to realizing needed or desired civic improvements.

Community Forums

The purpose of the Community Forums was to engage the community in discussing key questions related to ideas for their ideal Keizer in 2029, identifying ideas that would serve as the foundation for creating a 20-year Vision.

COC worked with CAC members and City staff to design the process. Based primarily on questions from the Community Survey, participants were asked to validate survey responses, assess the community’s strengths and weaknesses moving toward the year 2029, and develop preliminary concepts that would serve as the foundation for the Vision. Participants were asked to prioritize the draft concepts, recognizing their challenges and opportunities. They were encouraged to consider Vision ideas in terms of their potential for future realization and relationships that would become the Vision themes.

Community Forum One

The first Community Forum was held February 26, 2009, from 5:30 to 9 p.m. in the McNary High School cafeteria. Participants were randomly assigned seats at tables headed by a CAC member, who served as the discussion leader. There were 89 participants.

Participants heard an overview of the visioning process, followed by a presentation summarizing Community Survey results and a report by high school student representatives of the results of their Youth Forum. Participants then were asked to discuss the following:

- What do you like best about living in Keizer today?*
- What would make Keizer a better place?*
- Looking ahead to the year 2029, what is your vision of a future Keizer you want to live in?*
- What are our challenges and opportunities to realizing our priorities?*



Serious discussion at a Community Forum about Keizer’s future

Between discussions, groups were asked to summarize their results by reporting to the larger group. Following Community Forum One, COC worked with CAC members and City staff to analyze the preliminary ideas and craft a series of Vision concepts that were refined into a draft set of Community Values, Vision and themes.

An agenda for the first Community Forum and compilation of Vision concepts by discussion leader table is provided in Appendix E.

Community Forum Two

Community Forum Two was held April 2, 2009, from 5:30 to 9 p.m. at the McNary High School cafeteria. As before, participants were randomly assigned seats at tables headed by a CAC



member, who served as the discussion leader. There were 40 participants at the Forum.

The second Community Forum began with a presentation summarizing tasks completed during the visioning process to date, an overview of how the draft Vision was formed and presentation of the draft Community Values, Vision and themes.



Citizen-in-training at a Community Forum

Participants were then engaged in two small group discussion exercises. The first focused on validating the draft themes. Each group was asked to review an assigned theme and two additional themes of their choice, and assess what elements should be retained, changed, deleted or added, and why.

During the second exercise, each group was asked to review the draft Vision and assess what elements should be retained, changed, deleted or added, and why.

Following this second Community Forum, COC worked with CAC members and City staff to revise the draft Visions and themes. In addition, draft implementation ideas were identified based on consistent ideas that emerged thorough the visioning process to date. These ideas were refined and organized by the CAC, City staff and the consultant. They are the foundation for actions based on the question, "How do we realize our Vision?"

A compilation of the results of Community Forum Two is provided in Appendix F.

Community Open House

The final step in the public engagement portion of this Keizer visioning process was a Community Open House. COC, CAC members and City staff, conducted this event on June 1, 2009, between 5 and 8 p.m. at the new Keizer Civic Center. The event was held in conjunction with a ribbon-cutting ceremony for the new facility and attended by several hundred people.

The Open House was an opportunity to present the Vision, themes and implementation ideas to the community, and assess the level of community support.

Participants were invited to review the draft 2029 Vision that had been crafted by the CAC after considering the results of the community survey, youth and community forums. They also were asked to comment on themes and implementation ideas printed on large posters. To indicate their preferences and level of support, each individual was given an envelope of dots to express the following:

- **Green Dot** = Agree
- **Yellow Dot** = Not Sure
- **Red Dot** = Do Not Agree

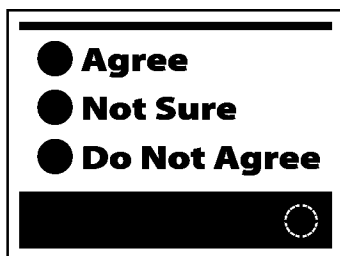
Due to the informal nature of the event, it was not possible to make an exact count of participants. More than 250 voting packets of dots were dispensed and some participants asked for and were given more. Most placed one dot per element as requested although a few affixed more than one. It is our observation that this did not significantly influence the results.

A full summary of the voting results are provided in Appendix G.

Open House Findings

There were no significant positive or negative comments on the Vision and generally high support for the themes and implementation ideas. The following are key findings by theme:

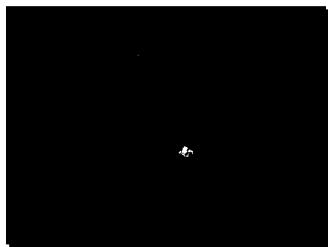
- **A Thriving Local Economy** is generally important to Keizer respondents, though, people may not agree on its level of importance. This theme received the most number of dots overall, though it also received the second lowest support of all themes. Support is predominantly positive.
 - People agree that a high-quality, well-qualified work force, a range of goods and services for all and a variety of living-wage jobs in the city are important.
 - People strongly agree that fostering Keizer as a destination and creating a strong, diverse and resilient economic climate are important ways to realize the Vision.
- **A Proud, Engaged Community** is important to Keizer residents. It is the second-highest supported theme overall.
 - People strongly favor the idea of promoting increased public engagement. It is the most highly-supported implementation idea overall, receiving no “disagree” votes.



One way for citizens to express their opinions at the Open House

- People strongly agree with the importance of active citizens with civic pride and a spirit of volunteerism; programs and facilities that provide opportunities for citizens of all ages; easy access to information on local programs; and options to participate in local government.

- **Responsible Growth and Development** received the least number of votes overall, although support is still relatively high. It is important to note that the theme consisted of only three sub-themes, possibly a reason for garnering less overall votes.
 - People strongly agree that well-planned, mixed-use, energy-efficient development that preserves Keizer’s small town character is important. Specifically, they agree that evaluating decisions about how future growth will impact the quality of life for Keizer is important. They also favor promoting more mixed-use development and redevelopment.
 - Residents are divided on the importance of encouraging planning opportunities that reduce dependence on automobile use. This received the most dots among the items in this theme, but a lower level of agreement.
 - People are strongly divided regarding expanding the Urban Growth Boundary (UGB) to accommodate the Vision of Keizer. It ranks lowest in the amount of “agree” votes overall and received the highest percentage of “disagree” votes.



Open House participants consider many choices for Keizer's future



- **A Clean, Green and Sustainable Environment** is important to Keizer.

This theme received the highest level of agreement overall.

- People strongly favor an abundance of trees and greenery; clean drinking water, rivers and streams that sustain the local ecosystem and protect groundwater sources; sufficient land for outdoor recreation; and programs and policies that encourage recycling, waste reduction and energy efficiency.
- Though generally supported, developing additional parks, recreational facilities, open spaces and river access rank lowest within this theme as a way to realize the Vision.
- While it is highly supported, promoting energy-efficient governmental operations received the least votes within this theme.
- **Balanced Transportation** is less important to Keizer residents overall. This theme received the lowest support of all the themes and the second least amount of votes.
 - People agree that sufficient and well maintained roads that control and mitigate traffic congestion are important. This is followed by a variety of energy-efficient transportation options, including public transit, bicycle and pedestrian amenities and rail service to other communities.
 - Increasing bicycle and pedestrian infrastructure received the most number of votes within the

theme, although support is divided. There is moderate agreement this is a way to realize the Vision.

- **Effective Public Services** has generally high support. High quality public safety received the highest support of all sub-themes overall. A responsive local government is also highly favored.
 - People strongly agree on prioritizing efficiency and effectiveness of public services in making funding choices.
 - Consistent with the city's volunteer spirit, people support leveraging and encouraging volunteer efforts in support of City services.
- **Quality Civic Amenities** is generally supported.
 - People strongly agree that high-quality parks, connected green spaces and access to the Willamette River are important.
 - Respondents are divided on the issue of library facilities. It received the second-lowest overall support of all implementation ideas, followed by developing a new theater/art/cultural center.



Attendees at a Community Forum were assigned randomly to discussion tables

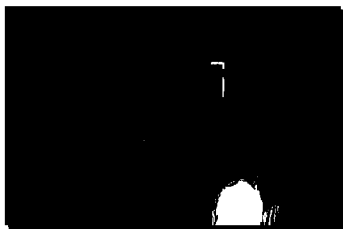
Our Community Values

During the Keizer Compass visioning process, a series of community values emerged that served as a basis for our 2029 Vision.

Keizer's Vision for the year 2029 is consistent with the following Community Values:

We value...

- **A Sense of Community.** We are a proud, involved community that celebrates our accomplishments and nurtures and maintains a spirit of independence and volunteerism.
- **Our Unique Identity.** Our pride, spirit and volunteerism bring a creative approach to problem solving that distinguish us from other communities.
- **Our Civic Responsibility.** We are a unique community that values our families, civic independence and creative and volunteer governance.
- **Our Children.** We value our children and promote all aspects of their educational and recreational needs in a healthy, safe environment.
- **Our Small-Town Character.** We are a livable community, with a comfortable "small town feeling" that is friendly, safe and family-oriented. We value our clean, natural environment.
- **Our Place in the Region.** We are not only a destination, but also a gateway to other areas.



Many young people participated in the Open House



Our Vision

Input from the Community Survey, Youth Forum, and two Community Forums was synthesized to form a draft vision statement and seven corresponding themes. This Vision and themes were reviewed and revised by the CAC and City staff prior to their presentation at the Open House.

Vision Statement

The following is Keizer's Vision for 2029:

In 2029, Keizer is a safe, clean, well-connected community where we live, work and play. Responsible growth has resulted in local economic prosperity and a mix of quality housing options while preserving our community's small town character. We thrive from an efficient government and by doing the most we can with the resources we have. We are an active, engaged community with a strong volunteer spirit.

Vision Themes

During the visioning process, seven key themes emerged that help define key aspects of the Vision most meaningful to Keizer residents. Each theme consists of a series of sub-themes that specify important ideas or concepts.

The following are the seven key themes of Keizer's Vision for 2029:

A Proud, Engaged Community

Our citizens support and celebrate our community. We enjoy...

- Frequent opportunities to celebrate our unique accomplishments, traditions and history.

- Active citizens with civic pride and a spirit of volunteerism.
- Programs and facilities that provide opportunities for citizens of all ages.
- Easy access to information on local programs and options to participate in local government.

A Thriving Local Economy

We have a thriving local economy with strong businesses, diverse industries and good jobs. We enjoy...

- A variety of living-wage jobs in the city.
- A diversified economic base that attracts and retains an abundance of sustainable industries.
- An abundance of clean, green jobs.
- Industries that are invested in the community and enhance our connections to the regional and global economy through strategic collaboration.
- A range of goods and services for all.
- Being a centrally-located event destination.
- A high-quality, well-qualified work force.

A Clean, Green Environment

We are a clean, hospitable community with good water, air and access to green and open spaces. We enjoy...

- Sufficient land for outdoor recreation.
- An abundance of trees and greenery.
- Clean drinking water, rivers and streams that sustain the local ecosystem and protect groundwater sources.
- Programs and policies that encourage recycling, reducing waste and energy efficiency.



Ample recreation choices are important to Keizer residents

Responsible Growth and Development

We have sufficient land for jobs and housing, while preserving our small town character through responsible growth and development. We enjoy...

- An adequate land supply that provides local economic opportunities and accommodates the need for a variety of housing options.
- Well-planned, mixed-use, energy-efficient development that preserves Keizer's small town character.
- Adequate infrastructure for current and future needs.

Balanced Transportation

Our residents have easy access to and from other places in the region and a variety of transportation options that enhance mobility and increase efficiency. We enjoy...

- Improved I-5 access that helps visitors and commuters get to and from the city with ease.
- A variety of energy efficient transportation options, including public transit, bicycle and pedestrian amenities and rail service to other communities.
- Sufficient and well maintained roads that control and mitigate traffic congestion.

Excellent Public Services

Our citizens are well served by an efficient government, excellent government programs and services and a low tax base. We enjoy...

- High-quality public safety.
- Well maintained streets, bicycle and pedestrian pathways.
- High-quality water, sewer, stormwater management, parks and recreational facilities and other services.

- A responsive local government.
- A collaborative relationship with schools that prepares all students for a successful future.

Quality Civic Amenities

Our civic amenities, cultural, entertainment and recreational facilities enhance the quality of life for all. We enjoy...

- Diverse recreational facilities, such as entertainment and sports-related facilities.
- High-quality parks, connected green spaces and access to the Willamette River.
- Community gathering places, including an identifiable downtown area, library and community/youth center.



Citizens at a Community Forum engage in small group discussions

Summary

"Pride, spirit and volunteerism." According to the visioning process just completed, today's motto of the City of Keizer would serve the community well in the future. Keizer citizens are generally satisfied with their city today and envision it much the same in 2029, while allowing for reasonable growth and change. At the heart of their 2029 Vision is the distinct enjoyment of Keizer's "small town feel" and citizens' aspirations to preserve and enhance this key community attribute over time.

How Do We Realize our Vision?

The results of this Keizer visioning process suggest directions the City and its citizens can take to realize its short- and long-term ideal future.

- **Manage Growth and Development.**

Maintaining Keizer's "small town feel" while balancing expected growth and development pressures will continue to be a high-priority challenge. In informal polls and at the community events, residents have shown more interest in this issue than in most others. Those who expressed concern that expanding the Urban Growth Boundary (UGB) affects everyone's lifestyle cite alternative means of accommodating growth to maintain the general character of Keizer and the inherent sense of community and togetherness they cherish.

- *Consider policies that enhance the efficient use of existing land within the UGB.*
- *Carefully examine long-term impacts to community livability of seeking additional land through expansion of the City's UGB.*

- **Maintain a Sense of Community.** Keizer is a proud community of active, involved citizens. Residents cherish the community's volunteer spirit as a key asset in realizing their Vision. Keizer residents favor additional opportunities for all to participate in their community. Additionally, Keizer residents have a proud sense of togetherness.
 - *Consider retaining just one high school as a symbol of community connectedness.*
 - *Maintain and increase civic celebrations and other volunteer efforts.*
- **Become More Sustainable.** Sustainability is at the heart of Keizer's future. Residents want a clean, green environment that includes additional parks, clean water and abundant greenery.
 - *Promote policies that enhance the ability of automobiles, pedestrians and bicycles to get around more efficiently.*
 - *Create and encourage neighborhoods that are more connected, with goods and services easily available.*
- **Maintain Efficient Public Services.** Keizer residents are proud of their public services and favor those that are fiscally resourceful.



All written comments were considered seriously

Public safety is of highest priority. Residents also want a responsive government that meets their expectations in an efficient manner.

- *Engage more residents in ongoing deliberative, collaborative efforts with their government.*
- *Build and strengthen networks and coalitions with partner organizations.*
- **Preserve Keizer's Livability.** Keizer is a livable community and residents want to keep it that way. Aspects of livability include: keeping Keizer a safe place to live; maintaining streets and roads; controlling traffic and managing development; making Keizer an affordable place to purchase and own a home; attracting diverse industries with family-wage jobs; encouraging cultural and civic facilities; and favoring additional places to shop that appeal to a variety of people.
- *Increase number and access to parks and open space and add greenery to enhance the physical health and beauty of the community.*
- *Develop and nurture economic development policies that attract and retain desirable jobs for current and future Keizer residents.*



Citizens at Community Forum suggest their vision for Keizer

Appendices

Appendix A: CAC Meeting Agendas and Summaries

Appendix B: Community Profile

Appendix C: Community Survey Results

Appendix D: Youth Forum Summary

Appendix E: Community Forum One Results

Appendix F: Community Forum Two Results

Appendix G: Community Open House Results Summary

Appendix A: CAC Meeting Agendas and Summaries



City of Keizer

Phone: (503) 856-3442 • Fax: (503) 390-8288
930 Chemawa Rd. N.E. • P.O. Box 21000 • Keizer, OR 97307-1000

October 10, 2008

Congratulations you have been volunteered to participate in the City of Keizer's Visioning project. While this may seem like just another round of meetings in your already busy schedule I would like you to consider that this project will attempt to engage Keizer's citizens in their opinions and aspirations for the city over the coming 20-year period. Topics discussed will include growth, economic development and quality of life to name only a few.

The Visioning Citizen Advisory Committee (CAC) will be comprised of 13 citizens and representatives of local organizations such as the neighborhood associations, Chamber of Commerce, etc. The CAC will be instrumental in working with the consultant to refine the process that will be used during the visioning project. At this point it is planned that there will be 5 CAC meetings and 3 larger community forums over the next 6 months. The community forums will be an opportunity for the public to become involved in this project while the CAC meetings will be a time for this smaller group to work closely with the city's consultant.

The first CAC meeting is scheduled for Thursday, November 6, 2008 from 6:30 to 8:30 pm in the Council Chambers at City Hall, 930 Chemawa Road, Keizer. The purpose of this meeting is to kick-off the project, introduce the City's consultant, Cogan Owens Cogan, review the prepared community profile and establish guiding principals for the project. Please contact me at 503-856-3442, or by e-mail at litkes@keizer.org to confirm that you plan to participate in this project.

Regards,

Sam Litke,
Senior Planner



MINUTES
KEIZER VISION CITIZENS ADVISORY COMMITTEE
Thursday, November 6, 2008
Keizer City Hall
Keizer, Oregon

Meeting convened at 6:30pm. In attendance were:

Person	Representing	Person	Representing
Lore Christopher	(7:00 pm) Mayor	Greg Rands	Planning Commission
Richard Walsh	City Council	Jim Jacks	Planning Commission
Jim Taylor	City Council		
Jerry Nuttbrock	West Keizer N.A.	Consultants	Staff
Beth Daniell	Gubser N.A.	Elaine Cogan	Nate Brown
Curt McCormack	Citizen at Large	Daniel Christianson	Sam Litke
Craig Koller	Citizen at Large	Stephen Ames	Kevin Watson
Lyndon Zaitz	Citizen at Large		Debbie Lockhart
Shelly King	Citizen at Large		
Debbi McCune	Chamber of Commerce		

Discussion

Following introductions, members of the committee suggested possible mottos or vision statements.

Challenged with Growth
Possible Well Known Music Town
Dynamic, Innovative Conservatism
Untapped
Sleepy but Waking Up Fast
Full of Exciting Opportunities

Home
Pride, Spirit & Volunteerism
Well-Kept Secret
Keizer: Wondering if it Wants to be a City
Comfortable but Percolating
Able to Accomplish Great Feats with Very Little

Ms. Cogan summarized from these responses that members are positive and comfortable with the City of Keizer and that these statements need to be captured in the visioning statement.

Stephen Ames then explained the need for a vision statement as a destination, a long term goal, an action plan, strategy, road map or step-by-step plan. He noted that the statement should engage the whole community and should describe a complete Keizer in years to come. It should be driven by questions such as: Where

are we now? What are we as a community now? What are our strengths and weaknesses? Where are we going? Where do we want to be? He concluded that the vision will stand by itself but many ideas will stem from it including the periodic review.

Discussion then took place regarding the periodic review with Sam Litke explaining that the visioning is the first step in periodic review that will hopefully give Council a tool to work with in the future. He noted that expansion of the urban growth boundary may occur, but an argument that there is a need for expansion must be created as well as verification that citizens are in favor of that expansion. Nate Brown added that it is important to understand that growth is important to the future of Keizer as it relates to growth issues. Lengthy discussion then took place regarding including urban growth boundary expansion and development of the vision. Sam urged everyone to consider everything, not just land issues.

Ms. Cogan added that development of a vision statement would help frame thoughtful discussion and bring about profound and far reaching decisions or ideas for the future.

Mayor Christopher reminded committee members of the Keizer Futures program developed in 2000 and explained her hope for this committee.

Discussion then took place regarding a logo and theme for this project. Committee members agreed to keep the Keizer logo with Mayor Christopher explaining that the three stars on the Keizer logo represent Pride, Spirit and Volunteerism and the seven lines indicate the 7 votes it took to become a city, and the Iris represents Keizer as the Iris Capital of the World and the blue and gold coloring bring to mind the state colors and the McNary High School colors. Committee members then suggested these possibilities for a theme:

What's Next?

Eyes on the Future

Pride, Spirit & Volunteerism: What's Next?

A Proud Heritage with an Eye to the Future

Now What?

Keizer Tomorrow

A Place to Call Home

Future of our Heritage: What's Next?

Proud Heritage/Exciting Future

Keizer 2033

Committee members agreed to give this more thought and email ideas to Ms. Cogan.

Daniel Christensen reviewed the draft Community Profile and asked for feedback from the committee. He noted that it was intended to be an overview or snapshot to provide a basis of information for initiation of discussion. He noted that some information is statistically driven and some is simply an understanding of the city. Committee members reviewed the document and pointed out inaccurate or outdated information. They suggested including parks, government, tax rate, the Willamette River, location, volunteerism, Fire District, neighborhood associations, the Miracle of Christmas and finance information. Ms. Cogan urged committee members to send additional thoughts via email.

The project schedule was distributed with review taking place and Committee members agreeing to meet again on Monday, December 8 at 6 p.m. to plan public forum dates and survey questions.

Ms. Cogan noted that three visioning questions would be included on the City survey but a separate survey would be posted on the web for community input. Members contributed the following ideas:

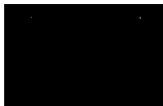
Types of Jobs	Traffic
Bicycling/Non-motorized Transportation	Industrial Development
Mass Transit	Schools/School District
Infrastructure	Green Space
Public Recreation	Arts & Culture
Library	Growth
Youth Activity	Downtown
Environmental Quality	Museum
Water Quality	Identity
Sustainability	Economic Vitality
Connection to Natural Resources	Energy
Trees	Agriculture
Public Safety	Renewable Energy
City Services	Tax Rate/Property Tax Revenue
Water Conservation: Keeping cost low and preserving the most precious resource on earth	

Ms. Cogan urged committee members to send additional thoughts via email.

Conclusion

The meeting concluded at 8:20 p.m.

*Next meeting Monday,
December 8, 2008
6 p.m.*



Keizer Vision
Citizens Advisory Committee Meeting #1
November 6, 2008, 6:30-8:30 p.m.
Kelzer City Hall

Revised Agenda

6:45-6:55	Greetings	Mayor Lore Christopher
6:55-7:15	Introductions; Group Exercise	Group Elaine Cogan
7:15-7:45	Visioning 101; Discussion	Steven Ames Group
7:45-8:00	Possible logo and themes	Group Elaine; Steven
8:00-8:15	Review draft community profile	Daniel Christensen
8:15-8:30	Vision process/time schedule/other matters	Group Elaine



Keizer Tomorrow!
Citizens Vision Advisory Committee Meeting #2
December 8, 2008, 6:00-8:00 p.m.
Kelzer City Hall

Draft Agenda

5:45-6:00	Light Dinner	Group
6:00-6:05	Welcome	Elaine Cogan
6:05-6:10	Review agenda; meeting objectives	Elaine
6:10-6:30	Summary of previous Vision	Nate Brown; Sam Litke
6:30-6:45	Review revised community profile	Elaine; Daniel Christensen
6:45-7:15	Review draft community survey (Content and distribution)	Elaine; Daniel
7:15-7:30	Report on youth engagement	Daniel
7:30-7:55	Discuss community forums (Process and timing)	Elaine; Daniel
7:55-8:00	Next steps; Adjourn (CAC meeting #3: Monday, January 12 th)	Elaine



MINUTES
KEIZER VISION CITIZENS ADVISORY COMMITTEE
Thursday, December 8, 2008
Keizer City Hall
Keizer, Oregon

Meeting convened at 6:30pm. In attendance were:

Person

Lore Christopher
Richard Walsh
Jim Taylor
Beth Daniell
Curt McCormack
Craig Koller
Lyndon Zaitz
Shelly King
Jeff Cowan
Greg Rands
John Rizzo

Representing

Mayor
City Council
City Council
Gubser N.A.
Citizen at Large
Citizen at Large
Citizen at Large
Fire District
Planning Commission
Planning Commission

Consultants

Elaine Cogan
Daniel Christianson

Staff

Nate Brown
Sam Litke
Kevin Watson
Debbie Lockhart

Also Attending:

Steve Oulman, DLCD
Christine Dieker, Chamber of Commerce
James Hauge, Legacy Real Estate
Brandon Smith, City Council
Cathy Clark, City Council

Discussion

Following introductions, Nate Brown thanked members for their efforts and reviewed past visioning efforts from the Century 21 project in 2000 through the River Road Renaissance project in 2005. He noted that the work taking place in this process was significant and would guide future direction of Keizer.

Members then reviewed the Community Profile with discussion and edits focusing on comparison to Salem, tax rates, Fire District service and crime statistics. Discussion then ensued on how to distribute the profile with consensus being that it be included in the first newsletter in 2009.

Review of the survey then took place with edits made for clarity.

Ms. Cogan then reported on the progress of the youth engagement portion of this project. She noted that she had been working with McNary High School and they are excited about the opportunity to work with the consultant and provide input from a youthful perspective. Tentative plans are for a half-day youth forum of 10-20 students, mostly seniors with some younger ones, to be held on January 22 during lunch.

Members suggested giving the students some form of question number 5 from the community survey and then suggested the following additional questions:

- How would you rate Keizer not just as a city but as it is for youth?
- Are you proud of your city?
- Would you recommend this town to another 17-year-old kid? Why/Why not?
What are we missing?
- Do you want to live here when you get older?
- What kinds of jobs would you like to see in Keizer?
- What would keep you in Keizer?
- Do you plan on staying here?
- Do you feel a part of Keizer; do you feel like you belong?
- Do you trust Keizer Police/Fire District?
- Are you satisfied with what your city offers you today?
- Do you plan on living here after college? If not, why?
- What would bring you to Keizer?
- Do you have opportunities in Keizer?

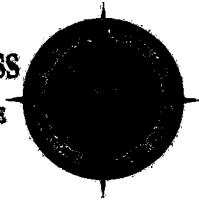
Members then brainstormed to come up with a title of the Vision deciding upon "Keizer Compass: Pointing to the Future".

Conclusion

The meeting concluded at 8:35 p.m.

*Next meeting
Thursday, January 22, 2009
6 p.m.*

KEIZER COMPASS
POINTING
TO THE FUTURE



Citizens Vision Advisory Committee Meeting #3

January 22, 2009, 6 – 8 p.m.

Kelzer City Hall

Agenda

5:45-6:00	Light Supper	Group
6:00-6:05	Review agenda; meeting objectives	Elaine Cogan
6:05-6:40	Update on results of survey	Daniel Christensen
6:40-6:50	Report on youth engagement	Daniel
6:50-7:45	Discuss community forums	Elaine
7:45-8:00	Next steps; Adjourn (CAC meeting #4: Thursday, February 26 th)	Elaine



MINUTES
KEIZER VISION CITIZENS ADVISORY COMMITTEE
Thursday, January 22, 2009
Keizer City Hall
Keizer, Oregon

Meeting convened at 6:00pm. In attendance were:

Person

Lore Christopher
Jim Taylor
Beth Daniell
Curt McCormack
Craig Koller
Lyndon Zaitz
Jerry Nuttbrock
Greg Rands
Jim Jacks
Debbi McCune

Representing

Mayor
City Council
Gubser N.A.
Citizen at Large
Citizen at Large
Citizen at Large
West Keizer N.A.
Planning Commission
Planning Commission
Chamber Member

Consultants

Elaine Cogan
Daniel Christensen

Staff

Nate Brown
Sam Litke
Kevin Watson
Debbie Lockhart

Also Attending:

Christine Dieker, Chamber of Commerce
Mark Caillier, City Council
Cathy Clark, City Council

Discussion

Meeting was called to order at 6:03 p.m.

Elaine Cogan reviewed the agenda and the meeting objectives.

Survey Update: Daniel Christensen then focused on the survey, fielding questions from committee members regarding the different categories and responses. He distributed a summary of the 165 responses that had been received to date, reviewing the questions and responses. He also explained how the comments would need to be categorized in order to get the gist of what the people are trying to say and to make the responses useful as a tool for shaping Keizer.

Lengthy discussion took place on how to promote participation in the survey including posting it on the Keizer television station, K-23, sending out a mass e-mail, contacting neighborhood National Night Out "captains", involving the student forum in spreading the word, getting the word out through the Chamber, church newsletters, and personal distribution lists. All members agreed to do their part to promote a high participation in completion of the survey.

Youth Engagement: Mr. Christensen reported that he had been working with the youth activity coordinator at McNary who has selected 15 leadership youth seniors to participate as well as youth from other grade levels. He explained the process in detail noting that the event is planned for January 27 and will consist of approximately 30 youth. Five discussion leaders will be chosen from the group to speak at the public forum planned for late February or early March. He reviewed agenda items for the youth forum and explained how information gleaned from the forum will be integrated into the vision for Keizer. Discussion then followed regarding how the forum will flow, questions that will be discussed, ideas needed to generate dialogue and encouraging the young people participating in the forum to take the survey.

Community Forums: Following lengthy discussion, members agreed that because the new Civic Center would not be complete in time, the Community Forum should be held at the Keizer Fire District building on Saturday, February 28 from 9:00 a.m. to Noon. The next Committee meeting would precede the Forum and be held on Thursday, February 26 at 6 p.m. at City Hall. The meeting would be used to review survey results and establish guiding principles wherewith the committee could create a preliminary vision for Keizer which would be presented to the community at the first Community Forum. Input from the community forum would then be integrated into the vision which would be refined by the committee and consultant and that would be offered to the public at a second forum.

Additional discussion took place on ways to market the forum and draw community participation. Suggestions for a "jingle" included: "This may decide if we are going to grow or not", "Should we grow up or should we grow out?", and "Keizer's Future: Up or Out?". Ms. Cogan encouraged members to continue thinking about ideas to enhance community participation and have the suggestions ready for the next meeting.

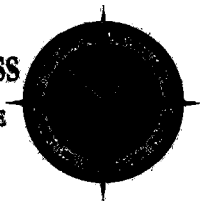
Conclusion

The meeting concluded at 7:35 p.m.

Next meeting
Thursday, February 26, 2009
6 p.m.

~~~~~  
*Community Forum, Saturday, February 28, 2009*  
*9:00 to 12:00*

**KEIZER COMPASS**  
POINTING  
TO THE FUTURE



**Citizens Vision Advisory Committee Meeting #4**

**February 19, 2009, 6 – 8 p.m.**

**Kelzer City Hall**

**DRAFT**

**Agenda**

|                  |                                                                                                                                                                                      |                    |
|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| <b>5:45-6:00</b> | Light Supper                                                                                                                                                                         | Group              |
| <b>6:00-6:05</b> | Review agenda; meeting objectives                                                                                                                                                    | Elaine Cogan       |
| <b>6:05-6:50</b> | Report on results of community survey and youth forum                                                                                                                                | Daniel Christensen |
| <b>6:50-7:50</b> | Community forum February 26 <ul style="list-style-type: none"><li>– Update on notification</li><li>– Logistics</li><li>– Agenda</li><li>– CAC role</li><li>– Other matters</li></ul> | Elaine/Sam/Group   |
| <b>7:50-8:00</b> | Next steps; Adjourn<br>(CAC meeting #5: Thursday, March 19 <sup>th</sup> )                                                                                                           | Elaine             |



**MINUTES**  
**KEIZER VISION CITIZENS ADVISORY COMMITTEE**  
**Thursday, February 19, 2009**  
**Keizer Heritage Center**  
**Keizer, Oregon**

Meeting convened at 5:59 pm. In attendance were:

**Person**

Richard Walsh \*  
Jim Taylor \*  
Beth Daniell \*  
Curt McCormack  
Craig Koller  
Jerry Nuttbrock  
John Rizzo  
Greg Rands  
Jim Jacks  
Debbi McCune

**Representing**

City Council  
City Council  
Gubser N.A.  
Citizen at Large  
Citizen at Large  
West Keizer N.A.  
Planning Commission  
Planning Commission  
Planning Commission  
Chamber Member

**Consultants**

Elaine Cogan  
Daniel Christensen

**Staff**

Nate Brown  
Sam Litke  
Debbie Lockhart

**Also Attending:**

Mark Caillier, City Council \*  
Cathy Clark, City Council \*

\* Left the meeting early for other commitments

**Discussion**

Elaine Cogan reviewed the agenda and the meeting objectives.

**Community Forum Strategies:** Ms. Cogan reviewed the draft agenda for the February 26 Community Forum at McNary High School. She noted that they are planning for 100 participants. Announcements will be made at the Rotary Luncheon; Keizer Chamber will send out an E-blast and the City will send out invitations via email, posting on the website and on K-23 as well. Ms. Cogan explained that each member of the committee will be expected to serve as a group leader and should plan on coming to the Forum at 4:30 for training which will consist of tricks to keep conversation flowing, how to stifle the dominant talker and how to bring quiet people into the conversation. She stressed the importance of each group leader taking detailed, accurate notes of responses from their group adding that they could designate a note taker in their group or take the notes themselves. Each group leader will be responsible for getting typewritten notes to her after the forum. She noted that the purpose of the forum is to get a sense of what the people who live in Keizer would like to see and that information from the forum will be compiled and compared to results from the survey.



**Dates for Final Community Forum, Open House and Next Meeting:** Ms. Cogan explained that the second Community Forum would be held on **April 2** if the space is available at McNary, the findings would be presented to the community through posters, signage and materials to read in conjunction with the Civic Center Open House scheduled for **May 6** and that members of the committee would be expected to be available to answer questions and engage the citizens. Members then agreed that the next Committee meeting would be held at City Hall on **March 30** at 5:45.

**Report on Results of Community Survey:** Daniel Christensen reported that there was a 1% response from the community on the survey which is very good. He reviewed the responses noting that he left the information raw so that everyone could review it and get the entire feeling in order to develop their own concept of the results. He pointed out that citizens characterize Keizer as a small town which is unusual for the 14<sup>th</sup> largest city in Oregon and that if people think Keizer feels like a small town, that tells you something about the citizens. He explained that with this in mind, it was more meaningful to consider the vision while preserving the small town feel.

Ms. Cogan interjected that certain things of value can be gleaned from the survey responses and this information can be used to develop a vision for the city that accurately reflects the desires of the citizens. Discussion then took place regarding the vagueness of the survey and how response to a question could be negative or positive but still have the same number value. Ms. Cogan responded that this is why the community forum is an integral part of the process and the survey responses will need to be discussed so that a clear picture or vision can be developed. She explained that the survey is the first step for assessing community values; the forum will pose questions in different ways and different responses will be received. It will be up to the committee to put everything into context to determine the future of Keizer.

Finally, Ms. Cogan urged committee members to review the survey results and identify things that need to be investigated. These would be used in the Community Forum and results from that will be combined and used in the second forum.

**Report on Youth Engagement:** Daniel Christensen and Ms. Cogan reviewed the Youth Forum reporting that 31 students of wide diversity had participated. Fifteen students were from the Leadership Youth group and the rest were recruited. It was a diverse group of different interests and ethnicities - a broad representation of Keizer youth. Discussion leaders facilitated their own tables and asked questions proposed for the Community Forum. The students exhibited a strong sense of community pride, showing appreciation for the City's location but voicing a desire for improved relationship with the Police. Topics discussed included land use, creating green sustainable development, greater density, preserving the small-town feel of Keizer, a preference for a more centralized location of downtown and a desire for more youth-oriented stores and entertainment. They voiced a desire for a community pool, a library and a youth center and expressed concern about the economic future of Keizer. They were particularly interested in green industries and were receptive in recognizing the

role of taxes in creating civic improvements. When discussing overcrowding of the high school, their first response was that the city needed another one, but upon further discussion, they decided that that would split the community so they opted for unity of the community and maintaining one high school.

**Conclusion:** Community Development Director, Nate Brown, pointed out that this is the first step in a long process which is part of the review of the Land Use Plan and Development Code and that he hoped that through this process the City can get a statement of priorities and concepts that need attention and get a guiding principle on the table so a picture can be developed of what needs to be focused on.

Mr. Christensen asked committee members to review the survey results and identify the themes – what the “buckets” look like - and these will be integrated into the responses from the community forums. Responses from the second forum will again be integrated and that information will be finalized and presented at the open house.

Ms. Cogan concluded that her organization is gathering data, but the committee is acting as the filter and what comes out of this will be the vision for Keizer.

The meeting concluded at 7:35 p.m.

*Next meetings:*

***Community Forum, Thursday, February 26, 2009***

***5:30 to 9:00 pm***

***McNary High School***

~~~~~

Committee Meeting, Monday, March 30, 2009

5:45 – 8:00 pm

Keizer City Hall (Old Building)

~~~~~

***Second Community Forum, April 2, 2009***

***5:45 – 8:00 pm***

***McNary High School***

~~~~~

Open House, May 6, 2009

4:00 – 7:00 pm

New Civic Center

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Citizens Vision Advisory Committee Meeting #5

March 30, 2009, 6 – 8 p.m.

New Kelzer City Hall

Agenda

5:45-6:00	Light Supper	Group
6:00-6:05	Review agenda; meeting objectives	Elaine Cogan
6:05-6:20	Report on results of first community forum	Daniel Christensen
6:20-7:00	Review draft guiding principles and vision	Elaine/Group
7:00-7:50	Second community forum, April 2 – Update on notification – Logistics – Agenda – CAC role – Other matters	Elaine/Sam Litke/ Group
7:50-8:00	Next steps; Adjourn (Open house May 6) (CAC meeting #6: Thursday, April 16)	Elaine



MINUTES
KEIZER VISION CITIZENS ADVISORY COMMITTEE
Monday, March 30, 2009
Keizer City Hall
Keizer, Oregon

Meeting convened at 6:04 pm. In attendance were:

Person

Richard Walsh
Lore Christopher
Beth Daniell
Curt McCormack
Craig Koller
Jim Jacks
Debbi McCune
Shelly King
Lyndon Zaitz

Representing

City Council
Mayor
Gubser N.A.
Citizen at Large
Citizen at Large
Planning Commission
Chamber Member
Citizen at Large

Consultants

Elaine Cogan
Daniel Christensen

Staff

Nate Brown
Sam Litke
Debbie Lockhart

Also Attending:

Mark Caillier, City Council
Steve Oulman, DLCD

Discussion

Elaine Cogan reviewed the results of the community forum, thanked everyone for their efforts as discussion leaders and reminded them of the upcoming forum on Thursday. She urged members to meet her at McNary at 5 pm.

Daniel Christensen reviewed forum discussion table results and commended leaders for their summarizations. Referring to one of his handouts, he explained that 90% of the content is what the leaders provided to him and that he had looked for consistencies among the tables to break it down to key ideas to work with.

Committee members then reviewed the Community Values and edited them to read as follows:

We value....

A Sense of Community: We are a proud, involved community that celebrates our accomplishments and nurtures and maintains a spirit of independence and volunteerism.

Our Unique Identity: Our pride, spirit and volunteerism that brings a creative approach to problem solving is what distinguishes us from other communities.

Our Civic Responsibility: We are a unique community that values families, our civic independence and our creative and volunteer governance.

Our Children: We value our children and promote all aspects of their educational recreation as well as a healthy, safe environment.

Our Small-Town Character: We are a livable community with a comfortable “small town feeling that is friendly, safe and family oriented. We value our clean, natural environment.

Our Place in the Region: We are not only a destination but also a gateway to other areas.

Committee members supported the “Vision” handout with no changes other than:

- A Proud, Engaged Community: change “cultural heritage” to “accomplishments”
- A Thriving Local Economy: add “• We enjoy being a centrally located event destination.”
- Excellent Public Services: “High quality public service” should be a separate bullet.

Ms. Cogan reminded members of upcoming events including the community forum, the next meeting and the Civic Center open house.

The meeting concluded at 7:18 p.m.

Next meetings:

Community Forum, Thursday, April 2, 2009

5:30 to 9:00 pm

McNary High School

~~~~~

***Committee Meeting, Thursday, April 30, 2009***

***5:45 – 8:00 pm***

***Keizer City Hall Public Meeting Room***

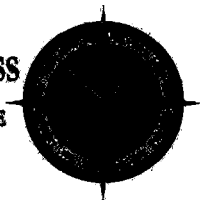
~~~~~

Open House, Monday, June 1, 2009

4:00 – 7:00 pm

New Civic Center

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Citizens Vision Advisory Committee Meeting #6

April 30, 2009, 6 – 8 p.m.

New Kelzer City Hall

Agenda

5:45-6:00	Light Supper	Group
6:00-6:05	Review agenda; meeting objectives	Elaine Cogan
6:05-6:40	Report on results of second community forum/ review revised themes and vision	Daniel Christensen
6:40-7:00	Community open house, June 1 – Notification – Logistics – Expected outcomes – CAC role – Other matters	Elaine/Sam Litke/ Group
7:00-7:55	Discussion – what can the City do to carry out our Vision?	Elaine/group
7:55-8:00	Next steps / Adjourn	



MINUTES
KEIZER VISION CITIZENS ADVISORY COMMITTEE
Monday, April 30, 2009
Keizer City Hall
Keizer, Oregon

Meeting convened at 6:04 pm. In attendance were:

Person

Richard Walsh
Lore Christopher
Beth Daniell
Curt McCormack
Craig Koller
Debbi McCune
Shelly King
Lyndon Zaitz

Representing

City Council
Mayor
Gubser N.A.
Citizen at Large
Citizen at Large
Chamber Member
Citizen at Large

Consultants

Elaine Cogan
Daniel Christensen

Staff

Nate Brown
Sam Litke
Debbie Lockhart

Also Attending:

Cathy Clark, City Council

Discussion

Elaine Cogan reviewed plans for the open house on Monday June 1 noting that members will be hosts at the event and be identified by badges.

Vision Review

Daniel Christensen reported on input received at the second community forum referring to his handout showing the original verbiage and proposed edits. The following changes were made/approved:

Original Draft: In 2029, Keizer is a clean, safe, well-connected community where we live, work and play. Responsible growth has resulted in local economic prosperity and quality, affordable housing, while preserving our community's small town character. We thrive from an efficient government, low taxes and an active, engaged community with a proud volunteer spirit.

Changed to: In 2029 Keizer is a safe, clean, engaged community where we live, work and play. Responsible growth has resulted in local economic prosperity and a quality mix of housing opportunities while preserving our community's small town character. We thrive from an efficient government, by doing the most we can with the resources we have. We are an active engaged community with strong volunteer spirit.

Theme Review:

A Proud, Engaged Community: Change

Bullet 2: "Active citizens with pride, spirit and volunteerism."

A Thriving Local Economy: Change

Bullet 2: "A diversified economic base that attracts and retains an abundance of sustainable industries."

Add bullet: "An abundance of clean and green jobs."

Bullet 3: "Industries that are invested in the community and enhance regional connections through regional and global economy and strategic collaboration."

Bullet 4: Okay

Bullet 5: Okay

Bullet 6: Okay

A Clean, Green Environment: Accept all changes

Responsible Growth and Development:

Bullet 1: Accept changes

Bullet 2: Replace "compact" with "well, planned, mixed use, energy efficient development."

Bullet 3: Delete

Bullet 4: Okay

Balanced Transportation: No changes

Excellent Public Services:

Bullet 1: Okay

Bullet 2: Okay

Bullet 3: Add stormwater management, recreational facilities and other services.

Bullet 4: Okay

Bullet 5: Change to: "A collaborative relationship with schools that prepare all students for a successful future."

Quality Civic Amenities: No changes

Ms. Cogan reviewed the changes noting that these would be the VISION for Keizer and presented to the public at the Open House. Mr. Christensen then showed posters that will be used at the open house and explained that citizens will be encouraged to do the "dot exercise" to determine highest priorities.

Discussion then took place regarding realizing the Vision and moving it into reality. Ms. Cogan encouraged members to develop recommendations that can be given to Council towards this end. Members agreed that this should be done at another meeting.

Meeting adjourned at 7:30 p.m.

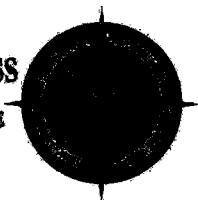
Next meeting:

May 27, 2009, 5:45 pm, Civic Center

Open House, Monday, June 1, 2009

5:00 – 7:00 pm, Civic Center

KEIZER COMPASS
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Citizens Vision Advisory Committee Meeting #7

May 27, 2009, 6 – 8 p.m.

Kelzer City Hall

Agenda

5:45-6:00	Light Supper	Group
6:00-6:05	Review agenda; meeting objectives	Elaine Cogan
6:05-6:15	Review plans for Open House	
6:15-7:45	How do we realize our Vision?	Elaine/Daniel Christensen/ Group
7:45-8:00	Next steps; Adjourn (Final CAC meeting) (Report to City Council)	Elaine



MINUTES
KEIZER VISION CITIZENS ADVISORY COMMITTEE
Monday, May 27, 2009
Keizer Civic Center
Keizer, Oregon

Meeting convened at 6:04 pm. In attendance were:

Person

Richard Walsh
Mark Caillier
Beth Daniell
Curt McCormack
Craig Koller
Debbi McCune
Shelly King
Lyndon Zaitz

Representing

City Council
For the Mayor
Gubser N.A.
Citizen at Large
Citizen at Large
Chamber Member
Citizen at Large

Consultants

Elaine Cogan
Daniel Christensen

Staff

Nate Brown
Sam Litke
Debbie Lockhart

Also Attending:

Cathy Clark, City Council

Discussion

Elaine Cogan reviewed plans for the open house on Monday June 1 noting that members will be hosts at the event and will be identified by badges. Citizens will be given dots to place on the various boards to mark their preference (good, bad, not sure).

How Do We Realize our Vision? The following items were reviewed. Italics indicate verbiage added by the committee.

A Proud, Engaged Community: How do we realize our Vision?

- Provide volunteer opportunities for all ages
- Develop additional community celebrations
- Promote increased public engagement
- *Support, cultivate and partner with community organizations*
- *Utilize technology to facilitate and support communication between the City and the community*

A Thriving Local Economy: How do we realize our Vision?

- ~~Focus on an economic identity/niche (i.e. sports tournaments, music concerts, agriculture, or wine/microbreweries)~~

- *Foster Keizer as a destination for business and community special events such as sports tournaments, concerts, agriculture, points of interest, wine/microbreweries*
- *Foster more youth-oriented businesses*
- *Nurture and encourage business development opportunities with living wage jobs*
- *Strengthen partnerships with other cities to recruit businesses*
- *Address regulatory barriers to business development*
- *Ensure that local zoning supports and complements envisioned development*

A Clean, Green Sustainable Environment: How do we realize our Vision?

- *Improve community recycling and energy-efficient programs*
- *Promote energy efficient governmental operations*
- *Establish community gardens*
- *Develop additional parks, recreational facilities open spaces and river access*
- *Work with other jurisdictions and agencies to identify and resolve potential threats to source groundwater*
- *Use vegetation to reduce energy consumption and improve air and water quality*

Responsible Growth and Development: How do we realize our Vision?

- *Develop a centralized downtown area*
- *Promote more mixed-use development and redevelopment*
- *Foster development of several commercial "nodes"*
- *Expand Urban Growth Boundary (UGB) to accommodate the vision of Keizer*
- *Evaluate decisions regarding how future growth will impact the quality of life for Keizer residents*
- *Encourage planning opportunities that reduce dependence upon automobile use*

Balanced Transportation: How do we realize our Vision?

- *Increase bicycle and pedestrian infrastructure*
- *Improve transit and variety of transportation options*
- *Advocate for additional/improved access to I-5*
- *Implement adopted transportation systems plan*

Effective (not excellent) Public Services: How do we realize our Vision?

- ~~Ensure adequate fire and police services~~
- ~~Support school funding and maintenance~~
- *Prioritize efficiency and effectiveness of public services in funding allocation.*
- *Coordinate City resources with other service providers*
- *Leverage and encourage volunteer efforts in support of City services*
- *Fund municipal functions at sustainable levels*

Quality Civic Amenities: How do we realize our Vision?

- *Develop a new theater/art/cultural center*
- *Establish a youth center*
- *Develop library facilities*

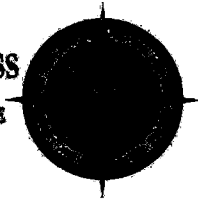
- Support additional sports tournament facilities
- Foster destination entertainment facilities
- *Implement long-term plan for parks*

Next Meeting: Members agreed that they wanted to meet one last time following the Open House to review input received at the Open House. Consultants will report to Council on June 15. Committee will meet prior to that on June 10.

Meeting adjourned at 8:25 p.m.

*Next meeting:
June 10, 2009, 5:45 pm, Civic Center*

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Citizens Vision Advisory Committee Meeting #8

June 10, 2009, 6 – 8 p.m.

Kelzer City Hall

Agenda

5:45-6:00	Light Supper	Group
6:00-6:05	Review agenda; meeting objectives	Elaine Cogan
6:05-6:15	Review Open House Summary	
6:15-7:45	Discussion: What are our priorities in realizing the Vision?	Elaine/Daniel Christensen/ Group
7:45-8:00	Next steps; Adjourn (Report to City Council)	Elaine



MINUTES
KEIZER VISION CITIZENS ADVISORY COMMITTEE
Wednesday, June 10, 2009
Keizer Civic Center
Keizer, Oregon

Meeting convened at 6:04 pm. Members in attendance were:

Person	Representing
Richard Walsh	City Council
James Taylor	City Council
Lore Christopher	Mayor
Beth Daniell	Gubser N.A.
Curt McCormack	Citizen at Large
Craig Koller	Citizen at Large
Debbi McCune	Chamber Member
Shelly King	Citizen at Large

Person	Representing
Lyndon Zaitz	
Jim Jacks	Planning Commission

Consultants	Staff
Elaine Cogan	Nate Brown
Daniel Christensen	Sam Litke

Review of Open House Summary

Discussion took place regarding the interpretation of the dot exercise, citizen understanding of the process, determination of how the vision will be implemented, prioritization of options, and what to do with the information received from the entire process.

Members agreed that they accepted the validity of the responses and discussed at length specifically what should be included in the report submitted to Council, grouping projects together and scheduling.

Ms. Cogan distributed an example of the final report and the meeting adjourned to the lobby for pictures at 7:20 p.m.

Appendix B: Community Profile

Who's in charge of public safety?

The Keizer Police Department has 41 sworn officers, 8 support staff and numerous volunteers, protecting over \$1.5 billion in property.

Most of the City is served by the Keizer Fire District, a special service district in Marion County, and also by Marion County Fire District #1.

Volunteer safety organizations include Emergency Volunteers Assisting Keizer (EVAK) and Community Emergency Response Team (CERT).



Courtesy: Keizertimes

Keizer-Salem Crime Rates - 2005

Type	Keizer		Salem	
	Actual	per 100,000	Actual	per 100,000
Murders	1	2.9	3	2.0
Rapes	9	25.8	53	35.8
Robberies	12	34.4	134	90.5
Assaults	64	183.6	516	348.6
Burglaries	164	470.5	1,170	790.5
Thefts	717	2056.9	6,752	4561.9
Auto thefts	118	338.5	1,082	731.0
Arson	13	37.3	32	21.6

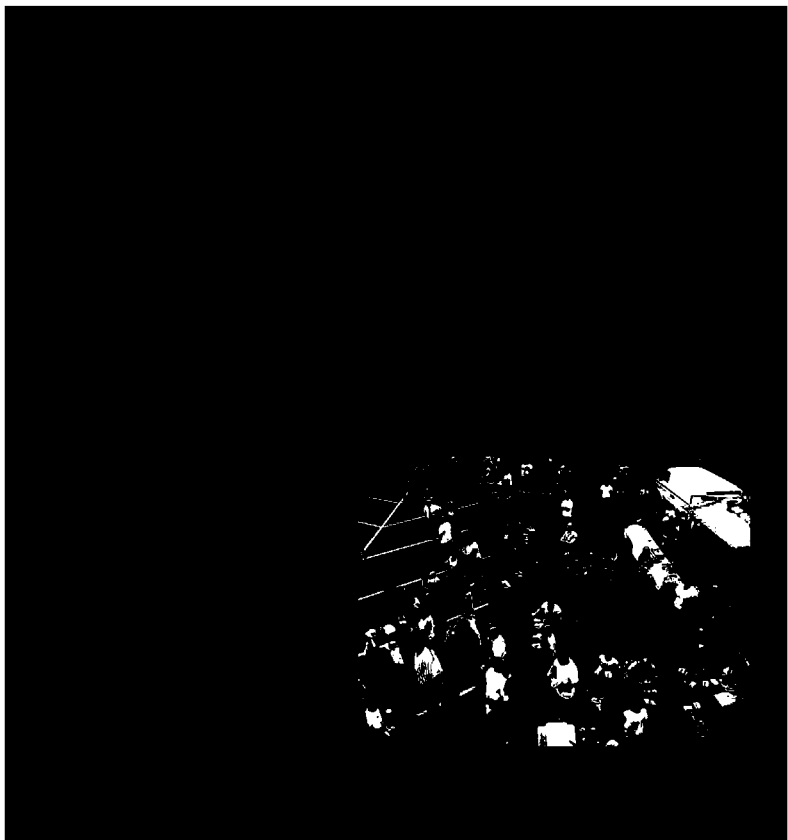
Source: City-Data.com

How do we use our land?

- Keizer has approximately three miles of Willamette River frontage, with a majority privately owned.
- Most of Keizer's land is devoted to single family residential uses.
- The percentage of land use by type is:
 - Residential – 70%
 - Commercial – 10%
 - Industrial – 2%
 - Other – 18%
- Our population density is an average of 4,815 people per square mile, compared to Salem's of 3,322 people per square mile.



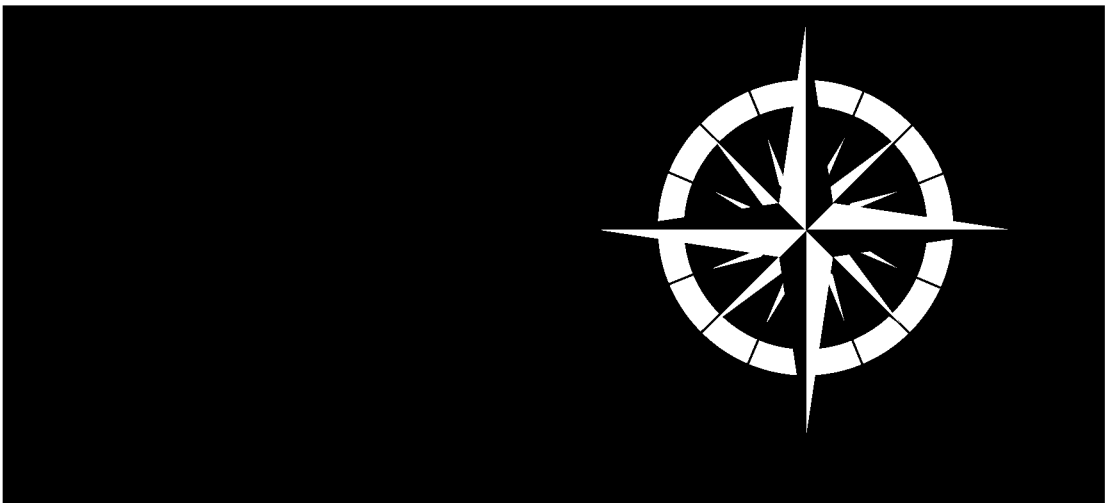
Courtesy: Keizertimes



★ Pride ★ Spirit ★ Volunteerism

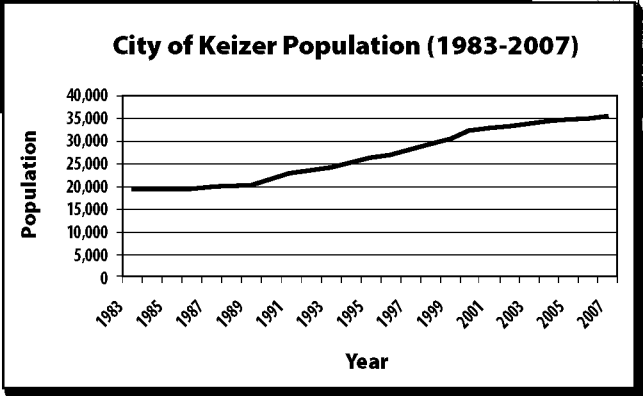
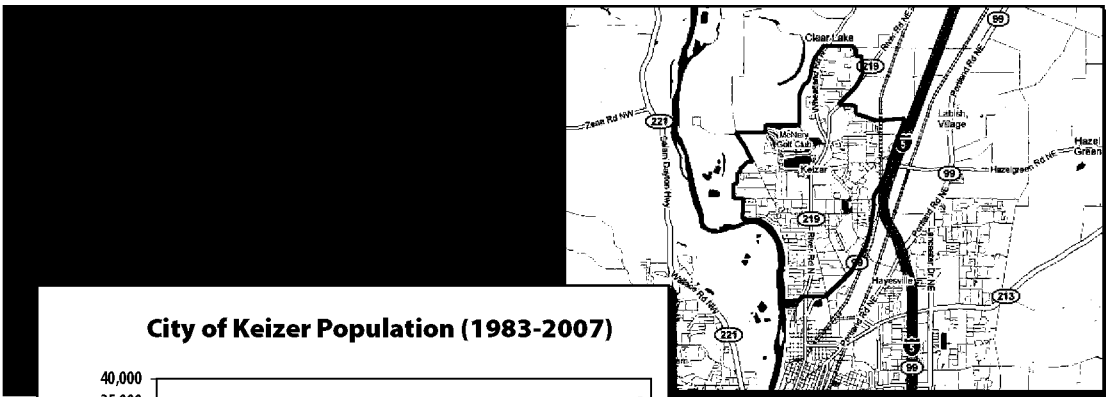


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COGAN
OWENS
COGAN



How long have we been here?

First settled in 1843, the thriving community of Keizer was incorporated as a city in 1982. In the eyes of many, its formation was a declaration of independence and a desire of its citizens to establish a self-governing body.



Source: Portland State University, 2008

Who are we?

Within a metropolitan area of 386,714 people, Keizer has a population of 36,150, making us Oregon's 14th largest city. Though growth has tapered off recently, Keizer has been one of the fastest growing cities in the state, increasing by 7.7% since 2000. The graph to the left illustrates the City's population growth.

(Continued on next page)

Who are we? (continued)

The State of Oregon has a median age of 37.6 years. With a median age of 34.4 years, we are a younger city than many. Slightly more females (51.5%) than males (48.5%) live here.

The population of Keizer is predominantly White non-Hispanic as shown in the table to the right.

Keizer has approximately 12,775 households, with a median household size of 2.6 people. This is on par with both the state average of 2.5 and the national average of 2.61 people per household.

We are a relatively educated community; 84.7% of people over the age of 25 have at least a high

school education, while 57.7% have some college education or a degree. While this is slightly below the state's level of 87.6%, it is higher than the nation's 84.1%. Keizer's 2006 high school dropout rate matched the annual statewide rate of 4.2%.

Race by Percentage of Population (2000)

Race	Keizer	Oregon	US
White	85.5%	86.6%	75.1%
Black	0.8%	1.6%	12.3%
American Indian and Alaska Native	1.4%	1.3%	9.0%
Asian	1.5%	3.0%	3.6%
Native Hawaiian and Other Pacific Islander	0.2%	0.2%	0.1%
Persons reporting two or more races	3.4%	3.1%	2.4%
Persons of Hispanic or Latino origin	12.3%	8.0%	12.5%

Source: U.S. Census, 2000

Where do we educate our children?

- Keizer has 10 public schools and one charter school, with an enrollment of approximately 7,174 students.



Courtesy: Keizertimes

Keizer Schools

School	Type	Grades	Enrollment
McNary High School	High	9 - 12	2,080
Claggett Creek Middle School	Middle	6 - 8	944
Whiteaker Middle School	Middle	6 - 8	868
Clear Lake Elementary School	Elementary	K - 5	479
Cummings Elementary School	Elementary	K - 5	411
Forest Ridge Elementary School	Elementary	K - 5	241
Gubser Elementary School	Elementary	K - 5	511
Keizer Elementary School	Elementary	K - 5	532
Kennedy Elementary School	Elementary	K - 5	500
Weddle Elementary School	Elementary	K - 5	483
Optimum Learning Environment Charter School	Charter	1 - 5	125
Total			7,174

How do we govern ourselves?

The City operates under a Council-Manager form of government. The elected City Council consists of an unsalaried Mayor and six Councilors, all serving as volunteers. The City Manager, the administrative head of our government, is appointed by the City Council.

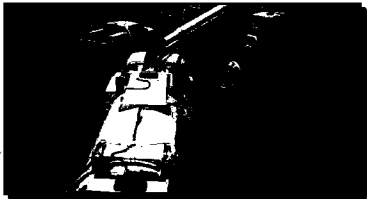
Our 75 employees work in seven departments:

- Administration
- Community Development
- Finance
- Human Resources
- Municipal Court
- Police Services
- Public Works

Our roads are maintained by the City's Public Works Department.

Keizer's water service is provided by the City, while our sewer service is under the jurisdiction of the City of Salem.

Transit service is provided by the Salem-Keizer Transit District.



Courtesy: Keizertimes

Park	Size in Acres
Bair Park & Reservoir (Undeveloped)	2.0
Ben Miller Family Park	2.5
Carlson Skate Park/Chalmers-Jones Park	5.0
Claggett Creek Park	10.8
Clear Lake Park	4.5
Country Glen Park	5.0
Hidden Creek Park (Undeveloped)	2.6
Keizer Little League Park	16.7
Keizer Rapids Park	120.0
The Meadows Park	3.5
Mike Whittam Park	5.0
Northridge Park (Undeveloped natural wetland area)	9.6
Northview Terrace Park	2.1
Palma Ceia Park (Undeveloped river bank and flood dike area)	1.0
Wallace House (Future developed neighborhood park)	10.3
Sunset Park	1.2
Willamette Manor Park	2.1
Bob Newton Family Park (Wilark Park)	8.4
Total Parkland	212.3

Major Budget Category	Annual Expenditure (in millions)
General Fund Programs	\$2.4
Keizer Police Department	\$5.7
Street and Storm Water Operations and Improvements	\$3.3
Sewer Operations and Improvements	\$5.6
Water Operations and Improvements	\$3.7
Dedicated Special Purpose Programs	\$6.8
Capital Reserves	\$10.0
Total Expenditures	\$37.5

Appendix C: Community Survey Results

Keizer Compass

Community Survey

Preliminary Result Summary

February 18, 2009

Background

The City of Keizer is creating a community vision to help guide its decision-making for the next 20 years. Led by a Citizens Advisory Committee (CAC), the visioning process consists of these key components: a widely-distributed community profile; online survey of attitudes and priorities; youth engagement and community forums.

By identifying preliminary ideas and issues of importance to the residents of Keizer, the results of the online survey will be the basis of discussions at the first community forum February 26.

Methodology

Cogan Owens Cogan, LLC (COC), in collaboration with the CAC and City staff, developed a survey consisting of 13 questions (Appendix A). It was programmed into *surveymonkey.com*, an online service for collecting responses to this summary via the Internet. The survey was deployed between December 17, 2008 and February 15, 2009, resulting in 382 responses, or slightly more than one percent of the population of Keizer. It was publicized in the *Keizertimes* and through its and the City of Keizer's website. City staff also urged people on various City committees and community organizations to respond.

Preliminary Findings

The following is a summary of preliminary results to the online survey. Tables illustrating the responses ranked by level of importance and corresponding open-ended responses by question are presented in Appendix B of this summary.

- Respondents were asked to rank the level of importance of several factors in each of the following categories:
 - Environment: High quality water and air, conserving natural resources and opportunities to recycle and reuse are high importance to respondents. Providing for alternative transportation needs is considered the least important. Other important factors are preserving natural areas and green space.
 - Quality of Life: Controlling traffic and providing opportunities for youth are considered most important by respondents. Arts and culture and civic celebrations are less important. Other important factors include a library and maintaining a small town atmosphere.
 - Economy: Providing local jobs and a variety of work opportunities are considered most important to respondents, while additional development is less important. Other important factors include keeping taxes low and supporting local businesses.

- Land Use: Green and open spaces, additional public infrastructure, affordable housing and a variety of housing choices/types are most important to respondents. Creating a downtown/civic center and more compact development is less important. To some, expanding the Urban Growth Boundary (UGB) is important, while others are more interested in maintaining the existing UGB.
- Public Services: Maintaining and enhancing public safety, quality public schools, well maintained streets and roads, and low property taxes compared with other cities are most important to respondents. Providing parks and recreational opportunities, social services and “safety nets” and a library are less important. Other important factors include creating a recreation district.
- Most people (56%) believe Keizer will be a better place in the next 20 years.
- Keizer’s greatest strengths today:
 - Volunteerism
 - Community pride and spirit
 - Livability
 - Leadership
 - Low taxes
 - Small town feel
 - Public services, including police and fire
- Keizer’s greatest strengths in the next 20 years:
 - Location and access to the Interstate highway
 - Good governance
 - Good public services
 - Volunteerism
 - Livability
 - Good neighborhoods and schools
- Keizer’s greatest challenges today:
 - Growth management
 - Maintaining green space
 - Transportation, traffic and congestion control
 - Maintaining jobs and a good economy
 - Crime
- Keizer’s greatest challenges in the next 20 years:
 - Controlling crime as the community grows
 - Maintaining and replacing urban infrastructure

- Growth management
- Adequate land for development
- Traffic control and congestion
- Maintaining good public safety
- Providing good jobs
- Key issues facing Keizer in the next 20 years:
 - Growth/sprawl
 - Crime
 - Maintaining good schools
 - Providing and attracting good jobs
 - Controlling traffic
- Attributes of the ideal Keizer:
 - Small town feel
 - Good schools
 - Clean
 - Safe
 - Affordable
 - More green/sustainable
 - Low taxes
- The majority of respondents (70%) are between 37 and 65 years old
- The majority of respondents (57%) are male
- The majority of respondents (90%) own their own home
- Respondents have lived in Keizer an average of 18 years
- The majority of respondents (42%) work in Salem; 20% are employed in Keizer



Appendix A (of this summary):

Keizer Compass Vision Survey

Introduction

We want to hear from you!

The City of Keizer is developing a community Vision to guide decision-making by the City and its citizens for the next twenty years. We will hold several upcoming community-wide events next spring. One of the first steps in our process is a community survey.

This is your opportunity to say what's important to you. What is your Vision for the future of Keizer?

1. Achieving your Vision for Keizer

- How important are the following factors in realizing your ideal vision of Keizer?
[Very Important, Important, Somewhat Important, Not Important]

1. Opportunities to recycle and reuse				
2. Alternative transportation options				
3. Noise control				
4. Energy efficient buildings and cars				
5. High quality water and air				
6. Conserving natural resources				
7. Other important factors (Please fill in)				
1. Community identity				
2. Arts and cultural opportunities				
3. Entertainment and recreation opportunities				
4. Civic celebrations				
5. Volunteer opportunities				
6. Congestion and traffic control				
7. Activities for youth				
8. Other important factors (Please fill in)				

1. Variety of work opportunities				
2. Local jobs				
3. Commercial/retail development				
4. Industrial development				
5. Other important factors (Please fill in)				
1. Compact development				
2. Adequate land supply for growth				
3. Affordable housing				
4. A variety of housing choices/types				
5. Downtown/civic center				
6. Public infrastructure				
7. Other important factors (Please fill in)				
1. Parks, recreational opportunities and open space				
2. Low property taxes compared with other cities				
3. Library				
4. Public safety				
5. Quality public schools				
6. Well maintained streets and roads				
7. Social services and "safety nets"				
8. Other important factors (Please fill in)				

2. Keizer's Future – Better or Worse?

- In 20 years, do you think Keizer will be...
 - A better place to live ____
 - A worse place to live ____
 - About the same as it is today ____
- Why? _____

3. Keizer's Strengths and Weaknesses

- What are Keizer's three greatest strengths today?
- What will Keizer's three greatest strengths be in 20 years?
- What are Keizer's three greatest challenges today?
- What will Keizer's three greatest challenges be in 20 years?

4. Key Issues Facing Keizer's Future

- What are three key issues facing Keizer over the next 20 years?

5. Your Vision for Keizer

- What are three most important attributes of your ideal Keizer?

6. About You

- Tell us about yourself:
 - Age
 - under 25 _____
 - 26 to 36 _____
 - 37 to 50 _____
 - 51 to 65 _____
 - over 65 _____
 - Male/Female
 - Own/Rent
- How long have you lived in Keizer?
- Where do you work?
 - Keizer
 - Salem
 - Portland Metro Area
 - At home
 - Other/Not employed
- Do you own a business in Keizer?

7. Anything Else?

- Is there anything else you would like to add?

Thank you!



Appendix B (of this summary): Ranked and Open-Ended Responses by Question

Q1A: Environment

Results by Rank According to Level of Importance

Rank	Response	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
1	High quality water and air	269	73%	89	24%	13	4%	2	1%	1.33	371
2	Conserving natural resources	191	51%	137	37%	35	9%	10	3%	1.64	371
3	Opportunities to recycle and reuse	194	52%	132	35%	35	9%	15	4%	1.67	374
4	Energy efficient buildings	129	35%	164	45%	65	18%	12	3%	1.9	368
5	Noise control	95	26%	138	37%	116	31%	25	7%	2.2	372
6	Alternative transportation options	99	27%	117	31%	113	30%	45	12%	2.29	372
Other important factors (please specify)											46

Other Important Factors

- Wetlands enhancement
- Use of natural resources being maintained
- Public safety, Security
- Willamette River water and recreation quality
- Keep our parks open!!!!
- Planned sufficient roads so neighborhoods don't get cut-thru traffic and all traffic doesn't go through one road
- Train connection to Portland, Salem, Corvallis and Eugene from Kaiser Station
- Clean up of properties that are in disarray
- Keep size of new stores smaller and more natural
- Safe Bike Pathways from South Salem through Keizer.
- Living within our means as a city, not trying to take on too much.
- Safety
- Reducing expenditures and taxes as a result of the above
- To be safe
- Don't destroy the farm land and the 'green' that is left.
- Better bus transportation
- Ground, water, sewer infrastructure operating smoothly. Also, alternative transportation, i.e. bike & pedestrian
- Claggett Creek needs a lot of restoration.
- Public education and acceptance prior to expenditure of public monies
- Crosswalk at Chemawa and Newberg St so my Bassett and I stay safe. Lee M.
- Bike lanes; don't have several of one type of business throughout Keizer, such as 2 banks next to each other. I'd like to see a trolley run from one end of Keizer to possibly central Salem or the bus stop area.

- Clean out Claggett creek
- Residents need to plan "blue bin" discards to maintain every other week schedule
- Strict control of population growth
- Recycling and reusing are currently at a good level. Require new buildings to have their parking lots drain into a filter strip to clean pollutants out before runoff flows to our streams.
- Green space within the city
- Cleanliness is very important
- More trees, less concrete
- Sustainability
- Efficient use of buildable land
- Clean water
- Control Of Crime and Reporting Illegal Immigrants To ICE
- Open space park recreation areas
- Movement of traffic
- Crime control
- No taxes
- Population growth beyond sustainability
- Conserving green space within city limits!
- Single family homes
- Stopping Fluoridation
- Our small town atmosphere and personal safety
- Quality in the constructed Public Projects
- Requiring dog owners to pick up after their dog.
- Appropriate development of businesses to attract shoppers
- Visually clean at major intersections
- Cats on a leash like dogs equal no animal pets loose



Q1B: Quality of Life

Results by Rank According to Level of Importance

Rank	Factor	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
1	Congestion and traffic control	239	65%	96	26%	29	8%	6	2%	1.47		369	
2	Activities for youth	175	48%	143	39%	41	11%	9	2%	1.68		368	
3	Entertainment and recreation opportunities	101	27%	174	47%	85	23%	10	3%	2.02		369	
4	Community identity	86	23%	175	47%	90	24%	22	6%	2.13		372	
5	Volunteer opportunities	76	21%	183	50%	98	27%	13	4%	2.14		369	
6	Arts and cultural opportunities	58	16%	139	38%	137	37%	36	10%	2.41		370	
7	Civic celebrations	39	11%	133	36%	148	40%	52	14%	2.58		371	
	Other important factors (please specify)											41	

Other Important Factors

- Making sure ALL of Keizer is considered the city has seemed to shy away from Southeast Keizer. After planting and updating they have neglected the area entirely
- One factor of "Community Identity" would be a library. Can't believe we don't have one at our size. It's embarrassing.
- Livability issues like quality grocery shopping, services, and future economic development
- multi-use development
- Also activities for adults, we get bored too.
- The newly installed art in and Keizer is a joke. I guess it goes to the old saying "Beauty is in the eye of the beholder"
- link #'s 3 and 7
- Make sure you can maintain what you create.
- Keep the small, local atmosphere.
- Activities for families
- Museum and local history elements
- Evening Activities for college age and up.
- After School Programs - POWER PROGRAM (support it)
- preserving parks and green space
- The Kroc Center will help with this. Don't need a stand alone center for basketball tournaments - would not be self supporting
- activities for seniors - Important
- Keizer's parks need to be friendlier to small children up to 3 years in age. The few pieces of playground equipment are too big for toddlers.
- More trees, less concrete
- traffic control-uniform speed limits
- Youth tournaments
- Attract businesses that employ people
- Where is our Library???
- Our library needs to be a vital part of the community.
- Safety; daytime, nighttime
- public library
- Control of crime and Reporting Illegal Immigrants to ICE

- places for homeless teens to seek shelter
- Dining options like Caruso's - not the fast food types
- support of local churches
- Pedestrian violation enforcement on Cherry Ave NE
- Traffic impact of growth is a big issue, stabilization of home values, Limiting of multifamily units (a little late for that).
- No taxes
- more parks
- Schools & Churches already offer much for youths

- Urban Renewal
- more walking paths- interconnect bike paths
- Placing dog waste bags along route for walkers to dog park.
- activities for elderly
- Need another north/south route.
- Appropriate development of businesses to keep shoppers "in-house"
- mall or movies



Q1C: Economy

Results by Rank According to Level of Importance

Rank	Factor	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
1	Local jobs	184	50%	131	36%	41	11%	11	3%	1.67	366
2	Variety of work opportunities	152	41%	163	44%	46	12%	10	3%	1.77	370
3	Commercial/retail development	99	27%	149	41%	90	25%	30	8%	2.14	367
4	Industrial development	69	19%	114	31%	107	29%	77	21%	2.53	366
	Other important factors (please specify)										36

Other Important Factors

- For commercial/retail it should be the total planned development along river road
- We don't need industrial facilities in Keizer
- curtail growth expand on what business we have and make river road more the center of Keizer
- I would like to see a Market of Choice come into Keizer they are out of Eugene and offer what is like a Safeway and a Trader Joes
- support local commerce
- Continue to keep taxes LOW
- Don't create jobs for people who don't live here NOW!
- Variety of options for commercial/retail. Not just same stores that already exist in Salem.
- Help our core businesses on River Road. Keep River road manageable for traffic. Have businesses revitalize their buildings to refresh River road.
- Attracting Green manufacturers to our community
- The City needs "basic" jobs, e.g., industrial.
- farming should be given a high priority
- No more Urban Renewal districts or associated taxes
- Improving existing areas, NOT building new ones
- You idiots have already ruined are quality of life
- Give us a city center. We have been waiting since 1983! We want to get together somewhere other than a Starbucks along River Road - the exhaust stinks and it's loud.
- More trees, less concrete
- UGB expansion
- Neither Keizer nor the USA can survive on retail...we must make and sell useful products
- We high end restaurants like Chili's
- public library
- Control of crime and Reporting Illegal Immigrants to ICE
- Businesses that are starting up need to be clean and not polluting for Keizer
- Need more grocery store competition i.e. Wal-Mart, Winco,
- Jobs that pay living wages would be nice, although our identity is a bedroom community it is that defining issue that will change our future identity.
- Keep Keizer small, if not tiny
- The City needs to be far more supportive of small businesses that have been the foundation of this City. As of now the City of Keizer does not want small established businesses to succeed. They are way to concerned about the Big businesses that they have allowed to come into our community. They are the ones that don't last but before they leave they force the small businesses out.
- Jobs in our City do not always go to citizens in our City

- maintain small town atmosphere and personal safety
- Tax Credits for NEW Businesses
- Every job is important.
- opportunities for jobs for the youths to feel community connection
- Keep current businesses in business.

- Getting WINCO & such core businesses to locate in Keizer in order to keep shoppers "in-house"
- only use legal citizens for jobs and school attendance
- Industry needs to be clean, or have close access to mandatory recycling for whatever they produce in waste.

Q1D: Land Use

Results by Rank According to Level of Importance

1	Green and open spaces	171	46%	145	39%	41	11%	12	3%	1.72	368
2	Public infrastructure	116	31%	170	46%	68	18%	18	5%	1.97	371
3	Affordable housing	120	33%	168	43%	67	18%	24	7%	1.99	368
4	A variety of housing choices/types	101	27%	161	44%	84	23%	24	7%	2.09	369
5	Adequate land supply for growth	97	26%	132	36%	90	24%	50	14%	2.26	368
6	Downtown/civic center	79	21%	113	31%	121	33%	57	15%	2.43	369
7	Compact development	49	14%	135	38%	110	31%	67	19%	2.55	360
Other important factors (please specify)											47

Other Important Factors

- Making sure we don't over build on land. I do not like looking at all these homes where you can look out of one window and see right into your neighbor's house. We need to build more homes with land or homes around parks.
- All these are important to sustainability and growth
- Public Recreation, Pools, Parks, Baseball Fields, Soccer
- Compact development undesirable.
- Keep Keizer small and homey.
- I hate for us to get to big!!!
- Downtown checked important but not civic center
- Urban renewal is ripping off non city public service districts
- stop the big retail centers and focus on what we have in Keizer proper
- Leave park lands in their natural state
- Don't over develop our parks.
- Keep UGB as is. We do NOT need to gobble up more farms.
- do not want infill taking over, am against compact development
- Don't pack people in like sardines. Keep housing livable. Not on top of each other. Make developers create green space. Kids need neighborhoods to play in.
- Quit allowing in-fill of housing in already occupied lots
- Multi-use housing/retail mix; in-fill; maintaining neighborhoods as safe, nice-to-live in areas.
- Expand UGB and allow bigger housing lots in Keizer!!!
- Maintain single family homes - NO NEW DOWNTOWN!
- NOT paving over all the good farm land is what is important. NOT jamming houses in cheek by jowl is also important.
- downtown area near the waterfront/possibly end of Chemawa
- NO MORE APARTMENT COMPLEXES, WE HAVE FAR TOO MANY
- the urban growth boundary should be maintained
- I would hate to see suburbia impede upon the farmlands
- Build up not out. Keep as much of Marion Co. farm ground. It is essential to farmers, farmers markets, fresh fruits & vegetables. Also, urban sprawl makes a city less attractive.

- more N & S and E & W thoroughfares
- No more public housing.....only attracts criminals. Need more sidewalks.
- More trees, less concrete
- Smart Growth
- Reinforce zoning rather than changing it
- Keizer needs to be very careful in their desire to expand the Urban Growth Boundaries. We need to be VERY careful to preserve good farmland. Once it is gone, you can NEVER get it back. There is plenty of land available for redevelopment which may be more expensive for developers, but much more prudent.
- There are too many low income apartments which are attracting criminals and illegal immigrants.
- What downtown?
- No taxes
- Don't need a "downtown"
- You have no room to grow and haven't done a very good job in laying out the City

- Future neighborhoods should center around schools, parks, and transportation
- increase lot sizes - currently too small
- Replacement of Degrading Infrastructure
- Respect other's property. Pickup animal waste and trash.
- I don't know what "Compact Development" means
- Need more sidewalks.
- Like to see Keizer stay a bedroom community, less apartments
- more parks, playgrounds
- Keizer is all ready too developed
- I think it's a shame that a section of Keizer rapids couldn't be left as a natural habitat for the wildlife. It seems that someone thinks that it all needs to be parking lots and pavement
- cared for properties - landscaped, painted, no junk or cars in yard
- Development and growth with various living choices is important, however, I believe it also wise to have a great deal of open spaces.



Q1E: Public Services

Results by Rank According to Level of Importance

Rank	Service	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
1	Public safety	266	72%	85	23%	13	4%	4	1%	1.33	368
2	Quality public schools	262	71%	87	24%	14	4%	6	2%	1.36	368
3	Well maintained streets and roads	202	55%	148	40%	17	5%	3	1%	1.52	369
4	Low property taxes compared with other cities	177	48%	113	31%	59	16%	21	6%	1.8	369
5	Parks and recreational opportunities	135	36%	178	48%	47	13%	13	3%	1.84	372
6	Social services and "safety nets"	80	22%	161	44%	94	26%	34	9%	2.23	368
7	Library	105	28%	102	27%	81	22%	87	23%	2.41	374
Other important factors (please specify)											40

Other Important Factors

- Extremely efficient city government
- Public Safety is not specific enough, Security, Low Crime, Good Fire and EMS, Strong Police Force, Scare crime away.
- Public/private partnerships not expecting City to provide all the above.
- Have enough parks but it is important to keep them maintained. Property taxes should reflect what we get which today is low. Should have quality schools but don't see that as a city function
- Don't promise what we can't afford
- Provide open spaces, the city does not belong in the recreation business, there are ample opportunities available for those interested.
- Fire & EMS Services
- We need ONE Fire department/District serving our community. Keizer Fire needs to be able to expand. Volunteers are great, but the public needs to realize that KFD is the only district its size that serves the population it does and DOES NOT have a fully paid engine company as other agencies that serve smaller areas do have a full paid engine. Volunteers cannot guarantee getting you the service you need...food for thought
- Have one fire station
- Maybe focus some more money on improving streets that actually need it instead of street that are doing just fine
- RECREATION DEPARTMENT, RECREATION DISTRICT
- We don't need the upheaval of last year with the little league fields. Keizer needs to be more active with its fields. Not just give contracts to the best bidder. Keep track to make sure all kids are being serviced by these fields. Yes, bring revenue, but not on the backs of the parents of kids just wanting to play.
- A property tax comparison to others is meaningless. Taxes should be based on quality and quantity of services citizens willing to pay for. Not knowing what is meant by "safety nets" I cannot make an informed reply.
- Sidewalks on Chemawa for my Bassett hound and I. It's scary at rush hours./Any hours.
- Crime Prevention, Neighborhood Watch, and active/strong Neighborhood Associations
- Why couldn't a new library be a 'branch' library such as the West Salem branch?
- Using people who are willing to volunteer
- It'd be great to have a public pool

- Public safety is currently at a real good level.
- A FULL SIZE LIBRARY IS EXTREMELY IMPORTANT. We should be embarrassed to be a city the size of Keizer with NO full size library. Look at Independence, Monmouth, etc.!
- Salem's regional library is more than adequate to also serve Keizer. A library in Keizer would be a total waste of money that's needed to be spent on vital services.
- More trees, less concrete
- Smart Government
- Adequate size of police department - not management
- I feel a full scale Library is not necessary if proper usage of the Salem Public Library is coordinated. However, what the current Keizer Library is focusing on is terrific.
- Controlling crime and reporting illegal immigrants to ICE
- sell the stadium or rewrite the contract
- By quality school, I assume it means that students actually learn how to be productive members of society and gain skills they will use in the future instead of the feel good testing and mediocre standards that are in place now.
- Excellent library services are available with Salem; developing of a library here, independent of the Salem Public Library, is a waste of money.
- Why would we need a library when we are within 5 miles of a great library? Parks and Rec as long as they can be maintained.
- Library not really needed. Social services can be offered better by the state.
- Training of Public works Personnel in Maintenance
- Central Park w/play structure. PLEASE
- I think adding a library should be a city priority. Libraries go hand in hand with education and literacy.
- Require dog owners to pick up dog waste.
- Parks need equipment for toddlers. Current playgrounds are too big for them.
- Public schools are not the responsibility of the City. Although it might be a good idea to eliminate the School District and let local government provide schools!
- Keizer has a library no new taxes
- Well maintained streets and roads don't do any good if they are too congested to drive on. A little planning ahead goes a long way.



Q2: In 20 years, do you think Keizer will be...

A better place to live	56%	201
A worse place to live	18%	64
About the same as it is today	26%	94
Why?		231

Why?

- I don't see Keizer having a real plan for the future at this point in time. Everyone talks about wanting to grow but if we don't have enough room in our schools or on our roads then there is no point. I don't think Keizer needs more subdivisions built with homes on top of each other where you can look out of your window and wave at your neighbor who is standing in theirs. I think we need to figure out how to improve what we already have rather than looking to expanding it.
- As time goes by, I hope we build on our past experience!
- I do not see the same pride I once saw in the 1980's when growing up. Although I am not a parent it seems as though the quality of the teachers that I have met that teach in Keizer's schools are less qualified than the generation of teachers who taught me at Cummings, Whitaker, and McNary. A bigger emphasis needs to be placed upon the Keizer Iris Festival especially now that the festival is moving its grounds to Keizer Station. Showcase Keizer's merchants, Keizer's charitable contributions, and arts but on all levels and not just with a select few "clique" oriented businesses and individuals. Seek out the entire community to help make the Keizer Iris Festival a festival that people plan all year in attending not just in the local community but throughout the region, similar say to Portland's Rose Festival, Newport's Seafood and Wine Festival, and McMinnville's UFO Festival. We need to compete friendly with Salem in making our community better and more special in everyway that they are and more. Embrace the younger generations and don't disenfranchise them as it currently seems to be done.
- Some neighborhoods (including mine) have seemed to deteriorated the last 7 years I have lived here. An influx of renters and lower income migrant families has created "blight" areas where no pride is taken in personal properties. Graffiti has increased and I pick up trash daily from the road and the front of my home. This does not happen in "better" neighborhoods I have lived. Same thing happened in North Salem years ago and it has not gotten any better - therefore, I don't think Keizer will improve.
- without change and ways to develop managed growth I do not see it improving or its desirability increasing.
- great citizen involvement and great business/governmental leadership
- More civic and recreational focus providing opportunities and sources of pride and celebration
- Keizer suffers from having only recently incorporated ('82). There is a lack of amenities (library, colleges, performing arts center) and a lack of basics (sidewalks). These deficiencies will improve over time if we have a vision of what is possible along with proper leadership and commitment from key people.
- Traffic Congestion increase with growth.
- Economics. Keizer's vision is unsustainable in the current tax supported structure.
- With proper planning and management.
- Keizer is fenced in: river on the West, Salem on the South, I-5 on East; only way to expand is North and three other jurisdictions have to agree to allow the expansion. Good planning, solid public works infrastructure growth including a new N/S traffic mainline will keep everything about the same, assuming all available ground within the UGB is utilized. Growth to the North if allowed is not infinite. New development should be less dense and we should keep our eyes open for additional open space to reserve for our community.....the wonderful cow pasture along Verda. The non wetland portion along with the floodway/wetland portion would be ideal to be added to the park land to the West.
- If we stop building on prime farm land and stop adding buildings so we can focus on what is here, then it will be better.

- Quality of citizens, leadership and economic development.
- Forward thinking leaders who are projecting where we will be and how we need to get there.
- Keizer is a wonderful place to live, just has a couple of hiccups now and then. I love Keizer and am proud to be a citizen here.
- Crime is on the rise, neighborhoods deteriorating
- Population increases tied to pollution, noise, traffic congestion, crime. I moved to Keizer as a child in 1962 - I have seen many positive changes and influences (local government control through formation of city, great Fire/Emergency services, and good public schools) and negative changes (population increase, change in criminal activity, noise, and traffic congestion).
- Hopefully the growth won't take away the unique spirit we have here in Keizer
- Because our city leaders will do a good job of planning today.
- As of now the city does a fairly good job keeping up with the needs of citizens. As long as we don't have a huge swing in the way the city does business for the worst. At this time the citizens of Keizer have a great quality of life compared to most others in the state.
- Because Keizer has a great volunteer community that will never let Keizer become a bad place to live
- In fill, small lots for houses
- No land to expand. Cost of services to economy.
- Until the city has more money it will be hard to grow successfully.
- Keizer has a small town mentality
- Over populated, over controlled by city officials. Gangs, traffic, over all poor leadership in the city and fire district.
- Because many residents, like me, are involved!
- We are working to make it better. If we plan to do better then we will.
- a lot of civic pride in Keizer interest groups are trying to keep Keizer livable and hopefully not big box stores
- "It is difficult to see in the future with the economy the way it is now.
- I don't see much growth because people will vote down any taxes or bonds.
- Personally I like Keizer the way it is except for the drug problems and the # of bars and the prevalence of the video lottery places.
- Don't get me wrong, I am an occasional visitor to Porters and Ringos but do we really need all of the others?'
- We believe in growth with an open mind with wisdom
- "If we continue to jam our quaint community full of
- Low-cost housing, intense housing developments and multi level apartments will erase the ambience of our reason to stay here and support our beautiful tree laden community."
- I think we have a city that tries to allow for checks and balances to keep tradition alive while dealing with urban growth.
- No major improvements over the last 20 years. I don't see City Hall improving much, other than protecting their own interests & pocketbooks.
- Because you will listen to the people and do what is right for the community.
- urban grows outward (inner city)
- The City get wiser as it grows in population and people get more involved.
- The quality of people in Keizer.
- Our current direction was a poor choice by our elected officials. We are a bedroom community, and that is what makes Keizer so great.
- I plan to be here for this time as well as my family
- There is going to be more people, and probably packed closer together!
- don't know
- Despite the city council's efforts at maintaining sprawl, energy prices are going to force more compact development and the availability of alternative modes of transportation.
- The visionaries of Keizer are conservative. Consequently, safety and business garner the most attention. This can only lead to boring stagnation and more of the same. Unfortunately for the city of Keizer and its citizens, it cannot relocate. It was always be a small town just above boring Salem. Try as you might, a giant strip mall only makes things far far worse, and all in the name of expansion and growth. How about an actual art space? Some form of entertainment other than high school plays and sports? Make a national buzz with some sort of ideology that is diametrically the opposite of complaining about phallic traffic poles. Such complaints only cry out of a deeply seeded sexual repression that turns the city into a national joke.
- Sometimes the Keizer Way doesn't work. Lower taxes will insure that Keizer residents will continue to recreate and read in Salem. The parks are fairly weak and there is no recreation department. I pray that Keizer Rapids Park



does not become a land grab. It would be nice if there were bathrooms and drinking fountains at the parks.

- I believe people will work hard to make it so.
- Too many people, too much development
- I have seen improvements with more sidewalks and other improvements from urban renewal funds. I am concerned about the increase in population and that people will want to change the urban growth boundaries which will use up neighboring farmland and increase traffic and congestion.
- Because our vision of a public library will have been realized.
- It will get too big, loose the small city charm and atmosphere, traffic congestion will be a headache.
- Hopefully, traffic will be controlled & we will have better/more opportunities for activities, shopping in Keizer
- If we keep our efforts towards improving the quality of life for those that live here now. Use resources to improve Keizer, not to make it bigger. Bigger is more costly and doesn't improve life for those here now.
- It depends upon Keizer leadership and spending.
- Keizer is already a nice place to live with competent government and excellent Fire and Police services.
- I enjoy that Keizer has family friendly, distinct neighborhoods. It gives the city a small town feel. However, we could benefit from an enhanced business district that provides opportunities not available elsewhere.
- "Stop trying to change the UGB.
- Keep the land we have and grow more park land"
- Because we still will not have a library, or a street cleaner that does both sides of the street or even every street. We also will be continuing to deal with people who do not want to pay for services necessary for a community of our size.
- We voted Keizer to keep from becoming Salem. Now we're competing to be the BIG City. The Charter was never to be full service.
- Hopefully the city will continue to focus on the basics like public protection (fire, police), infrastructure (water, sewer, road maint.) and livability (traffic, parks, shopping)
- Carefully planned growth and good use of resources - although we're one of the youngest cities in Oregon, our experience is growing!

- Because it currently is about the middle of the road and will probably continue to be.
- I see the constant back and forth with growth vs. limited growth being a hindrance to the developmental ideas, such as a downtown Keizer, more new homes, etc.
- I think it is trying to be too much of a big city. I have been in Keizer since before it was a city. It needs to remain quaint.
- I see Keizer as one of the more progressive cities in the Mid Valley. I think that the people and leadership share the same vision to see us grow as an independent and vibrant community. I believe that our community groups, non-profits, churches and businesses are willing are ready to work together to make our event calendar work like a well oiled machine.
- Keizer has grown a lot since I've lived here... I think if it continues to grow and the citizen continues to work together it will only get better.
- I believe Keizer will be "different" in 20 years, that doesn't necessarily mean good or bad. We often put a value judgment on different when it's really nothing more than that. Assuming positive results from the survey and a proactive council, 20 years should produce a different and better Keizer.
- The positive attitude that exists already
- Local leaders and community involvement
- With each generation, morality, honesty, and integrity become less prevalent (and even less acceptable). The result is an increase in crime, more ex-felons on the streets and higher recidivism rates. Not only this city but our entire country is in a downward spiral that can only be stopped by returning to the Christian values and vision our nation was founded with. Only true revival can save this country.
- Because we're doing a Vision and will follow it up with specific actions to ensure it's better.
- Can't predict. It depends on the development decisions that are made. The mayor and city council need to make decisions that are in the best interest of its residents, not be in a co-development relationship with land developers. If they continue in the mode they have been in over the past couple of years, I expect Keizer to be a worse place to live, and predict River Road will be a non-viable business community. I hope that vision does not come to pass, but it will take a change in current practice.
- The community cares
- Lore Christopher will probably still be mayor and we will be stuck with more strip malls instead of a sense of community.



- "It depends, are we going to continue investing into more retail or big box stores? If so then it will be no better. If we invest in making the community more livable and less crowded with traffic then it may be a little better. Keizer is losing the small town feel it once had because city government is focused on growing too much way too fast without proper planning. Try fixing the traffic mess at Lockhaven and Chemawa. There is a lot of traffic congestion and too many accidents at that corner.
- Seems like Keizer gets a lot of negative press, let's invest in cleaning up the city's image. Look at the mess in the Clearview and Flykouth areas. Let's invest in cleaning up the gangs and drug dealers before spending more money on meandering sidewalks, art, fountains and traffic turn lane curbs."
- I am optimistic that individuals will become more engaged in community and participate in the process that directs government actions. If I am correct we will all be encouraged and more active in decision making resulting in a better Keizer.
- Pride!
- My daughter and kids and friends live here. I and my dog are old so we only have a few years to go, especially if there are no crosswalks at Newberg and Chemawa and no sidewalks on Chemawa.
- If the UGB is expanded and developers build homes with larger lots life will be better because we won't be living on top of our neighbors. If the Keizer Station is filled out as intended with some quality family style restaurants, life will be better. If suggested improvements for a north/south and east/west streets are implemented, life will be better. If Keizer puts itself on the map as a 'destination of choice' for youth sports, life will be better. If Keizer takes over management of the KLL/KYSA fields and settles the "turf battle" between the two, life will be better. If Keizer works with Salem, Marion County, and Polk County to build a second bridge to the West Salem area, life will be better. If the City simply continues to manage its resources like they do today, life will be good. We have a great City who does not live outside its means.
- The development of Keizer Station provided an excellent opportunity to make badly needed traffic flow changes and my city has demonstrated its ability to "make it happen" with relative speed and efficiency. There are still a few traffic flow challenges, but watching the development has been impressive and made me stop and take note that our city government is doing its job well. I look forward to watching how Keizer continues to develop! Keep up the good work!
- I've seen some recent changes that I like & hope they continue. Especially the new Riverfront Park.
- Too much focus on growth. Potential of removing a lot of single family homes to create a down town.
- I do not think enough is done in keeping up the neighborhoods.
- Packing houses together does not make for better neighbors. Taking away peoples homes and paving over our good farm land does not make food any cheaper.
- "In the past thirty years, we've had more government, more taxes, and more growth.
- Keizer became its own city to stay small. Not become a competitor with Salem."
- Keizer is no longer the small town it was always meant to be
- I see both great things happening in Keizer, but still lots of challenges that need community-wide cooperation, especially centered around making great neighborhoods. I'm concerned that local businesses will struggle both now in the short-term (due to economic climate) but also the long-term if we continue to put all our funds into the mega-chain stores like at Keizer Station.
- With all the effort taking place for the city
- Keizer has always been very "shortsighted" and "cliquey" until that changes it will still be the same place. Decisions that are made should benefit all Keizer citizens not just the select few who have a louder voice than the rest.
- I have no problems as is. If it isn't broke don't fix it!
- Because Keizer will continue to mature and develop into a place with a personality and flavor all its own.
- Keizer is a medium city with a small town feel. I believe if the community stays that way while allowing some structured growth we will continue to be The place to live in the Salem area.
- I HOPE IT'S A BETTER PLACE, THANKS TO YOUR VISION. I HAVE LIVED HERE ALL MY LIFE, (54 YEARS). I LIKE THE OLD KEIZER FAR BETTER, THE TRAFFIC IN KEIZER TAKES AWAY FROM THE SMALL TOWN FEEL IT USE TO HAVE. WHAT YOU HAVE DONE TO CHEMAWA ROAD, IS WHAT I HOPE YOU WILL DO TO VERDA, MAKING IT PEDESTRIAN AND CAR FRIENDLY. CHANGES LIKE THAT GREATLY IMPROVE KEIZER. THE THOUGHT OF A DOWNTOWN KEIZER AREA NEAR THE CITY HALL IS VERY EXCITING, I LOVE THAT IDEA. KEEP THE FOCUS ON FAMILIES AND COMMUNITY.
- "Keizer has made and is making an effort to develop a sense of community that includes all of its citizens.
- Keeping the community informed via email, newsletters and publicized community events promotes community awareness."
- Concerned that we might take on more than we are able to do well.

- Hopefully we as citizens have the good sense to curb development. Especially that which destroys the land and pollutes the water.
- Good planning, good reputation, good citizens
- I would like to choose better, but the way things are going now, I am not sure that will happen.
- I HOPE it will be better, but I worry about it getting overly commercialized with the same crap that's everywhere else. Back in the mid 90's when I was in the chamber, they wanted the shops and Keizer Station to be unique. So far, the same old stores everywhere else has. Trader Joe would be awesome since there's none down here. We need different eateries, not the same chains. We need to be unique. I know it's a problem getting certain businesses in because they fear our demographics, but they shouldn't, I don't think. Anyway, I also fear that Keizer will spread out too much and our nearby farm and country lands will be covered with mass produced housing.
- Excessive retail development which adds to crime and traffic congestion
- Because of an increase in apartment living which is now quite large and less in development of homes. Also, see the main roads (i.e. River Road) being turned into strip type malls. To me, that can lead to being an eyesore.
- The city council doesn't listen to it's citizens when it comes to big commercial industries 'Area C' they sold out to 'Big Box' retailers. Now, they are bringing into that area a group of people that may cause issues. Section 8 housing is not needed in Keizer and I'm tired of the council working with the developers and changing North Keizer into 'Wal-Mart' zone. It is so obvious that the Section 8 people will be working at Wal-Mart. Keep the employee's close and make sure that those employees are easy to buy off. WTG City of Keizer.. Selling your souls to Big Business.
- Growth has not been controlled well for many years and the congestion and crime are increasing. The collapse of the housing market and economic downturn will help control the growth for awhile. There is also a chance Keizer Station will become an eyesore if many more businesses close. The civic center will probably look good in 20 years, but sure seems excessive now.
- Keizer is pretty nice now and it will be hard to improve much more.
- There would be more and better job opportunities and better transportation.
- It's growing too quickly. It's becoming just another suburb without a distinct identity.
- Traffic - every year the time it takes for me to get children to school, drive to a grocery store, or drive in the area takes longer!
- I would hope that it's a better place to live... All one can do is think positively, and do their part to help improve the city.
- It has already turned into a hell hole in my 30 years of living here. I cannot wait to get the hell out of this shithole of a town. My friends won't even come to Keizer anymore because of the Keystone Kops here.
- I would like to say better but, unless crime is reduced, more N/S main thoroughfares made to control traffic congestion, and we get some more 'sit down' restaurants instead of another Drive thru, I don't see how Keizer will get better.
- I believe the city council will vote to open up the city limits. This will create urban sprawl. Will also aggravate people when they have to get out of their residences and drive anywhere. I already head straight to I-5 to get out of the River Road congestion. People are angry already - adding more people further out (probably northerly direction) will mean they head north to shop or again like myself, get onto the freeway to head to other stores that are less hassle to get to. I would love to shop locally. If you start up a downtown, build high density living quarters we can be more social and in turn help with community service and friendly attitudes.
- The city needs to make sure we have a viable trail system along Claggett creek and remember that when we plan that we have to consider that whatever we do today our kids will have to live with so we need to plan carefully and be thoughtful
- Becoming to crowded. Only one main street (river road) where all commercial is crammed onto. there are already neighborhoods in great neglect in this very small town. It looks as though Keizer will keep growing north but in reality, it should spend its money preserving what it has.
- Keizer Rapids Park will bring a lot to Keizer, as does Keizer Station. There is not much for tween and teen kids to do, except cause mischief. Need to have some facilities - roller skating, rock climbing, aquatics; teen center... the Kroc Center will be a great addition. Hard for kids to get around, so they tend to just hang out. Feel putting some monies into schools, library, rec opportunities is key for thriving community.
- It WILL be about the same as it is today, unless we take action to make it better.
- The city council as a whole is doing a great job of listening to the people who elected them.
- More people, congestion
- "The current economic situation of the country will impact the community. Resources are limited and will continue to be limited. City government seems too focused on development for development sake versus providing for quality development and family income wage jobs.

- Hopefully, the opportunity to create more of a downtown can "leap frog" from the decision to keep City Hall closer to City center and allow for the creation of a pedestrian friendly and active area within the community."
- I plan to volunteer more and make be active in the community so things that are important to me don't get overlooked.
- I like the pro active approach you are taking, I would like to know how I can help grow our community in a more positive, healthy direction.
- It could be better because there is enough civic energy to do it, but it would make taxes higher than people will be willing/able to pay.
- I'm not sure what the answer to this question will prove to be.
- We can always hope that each generation will improve things.
- Much of Keizer's Future is based on our location, population, that won't change much.
- Progressive leadership encouraging public involvement
- It is impossible to know that far ahead
- Operating city on a bare bones budget means keeping up with growth - just. But never being able to convince the citizens to spend for the future. Keizer will be a bigger bedroom in 20 years, but not necessarily a prettier one.
- It should have the opportunity to expand it's urban growth
- Because of Keizer's continued support of its citizens and the volunteerism that is strong among residents and businesses in Keizer. People live here because Keizer beautiful, safe and wraps around its residents. We could do better, especially in the area of appropriate youth activities and events and more meaningful youth engagement in civic opportunities, community planning, policy development, etc. As we move through this tough economic time, it is important for leadership to keep their eye on the future, looking for opportunities and to help provide needed to support to help residents sustain their livability and quality of life.
- Having a Gymnasium/Civic center will not provide enough revenue to justify the cost of developing the area currently used as homes and churches.
- If the city council listens to the public input regarding what types of businesses and learning opportunities the people want, especially library services and less fast food entities, our city will grow into a well-rounded home place to live.
- Limited growth opportunities
- I have lived in Keizer Since 1987 and River Rd has become another Lancaster Dr. Soon it will have to become a six lane highway in order to

accommodate the growth. STOP GROWING!!! Keizer does not need to become a huge metropolis. The small town atmosphere has gone which I so admired in the past. It is nice to see all the new park spaces opening up around town although I believe it would benefit the citizens and the city to charge a fee for the use of shelter areas along with groups of people above a certain said number of occupants in one area. (i.e.) sports fields and picnic facilities. I also believe the city of Keizer should implement a curfew on kids to be off the streets and out of the parks after dark or a specified time.

- It will no longer be a small place to live. I don't want to be another Salem. We have what we need here to live good, expect a discount grocery store like Win-Co. Not Wal-Mart. I think that would hurt the local stores. Get us a good restaurant out here to, like Cracker Barrel.
- I think Keizer's citizens are beginning to realize what it takes to make their community a better place: getting involved and helping to make the change.
- The city is not managing vehicle traffic properly. Things have gotten significantly worse in the last few years. City management is making poor decisions and serving other than the citizen's best interest and wishes.
- I have seen improvements just in the 8 years that I have lived in Keizer. People care about Keizer and have pride in the city. Keep up the good work and the citizens will follow.
- Don't know.
- As long as the housing growth doesn't overload the roads and schools. Developing places to shop and eat to keep Keizerites in town is very important. I love the feel of the community and how well kept the city is. If we keep these goals in mind then Keizer will always be my home.
- Because I think life is always getting better.
- People in Keizer are committed to our community. A major reason why this is the case is because our city government doesn't try to do everything, so people step in. This is good for the community and a great example for our kids
- B/C we have citizens that are motivated to make it a better place to live. Building a better community is everyone's responsibility.
- Good long range planning and a stable tax base.
- We have a solid volunteer core of people who genuinely care about this city from fire to emergency management. We MUST keep the California or 'big city' attitude out of our town. We also must preserve and not loose sight of our farming roots and historic heritage. Thank You
- Limitations of economy, tax structure, and composition of citizens.



- We're headed into a very exciting time, historically. If Keizer can bring together its diverse population, it will be a much better place to live for one and all. Include some low-income/minorities in the decision making process(es) of the city. It seems to me - all too often - that just a handful of folks are running the show...
- The entire public is given a great amount of opportunities to be involved and provide input which has always made Keizer a better place.
- It sometimes feels as though our focus never broadens and that many who have lived in Keizer for a long time want no changes. I have been a resident of Keizer for 23 years and am sometimes frustrated by what seems to me to be a narrow, "but we've always done it like this" attitude. So, status quo seems likely.
- The determination of current activists in the community
- "Keizer is not controlling crime and working with ICE. There will be too many people where the ratio will most likely be
- That Keizer is an attraction for criminals and illegals."
- The involvement and investment of local faith communities and other non-profits are key to a successful community. I'm seeing some great organizations giving a lot into our youth, which is the next 20 years.
- There will likely be more retail stores to encourage residents to spend money locally. There will also likely be an expansion of the urban growth boundary
- It is growing and people seem to care about the city. There are community groups that care about the neighborhoods which is always a good sign.
- There always seems to be a lot of talking and effort going into community discussions, but the ball gets dropped from there.
- Cannot forecast this as our economy is in the toilet now and all things including taxes are on a downward spiral. Too hard to forecast 20 years ahead when this cycle we are in supposedly economists are saying we will be in for 5-10 years. So, knowing this I would same about the same as today in 20 years.
- Keizer is growing too fast and becoming too urban. Please stop the crammed in housing and waste of good farmland. Let's get back to our rural roots. Otherwise, we might as well be part of Salem.
- I think Keizer's a nice place to live right now, and I foresee that staying about the same. I've seen Keizer grow over the past 20 years and am happy with it. Would like to see specific neighborhoods to clean up appearances, and would like sidewalks in my neighborhood, but hopefully someday.
- more variety of business going in and river rd. beautification expanding to other streets
- The wonderful job that the mayor and city council is doing with long-range planning for the city. This includes Keizer Station and adding a Cherriots park and ride in central Keizer.
- Keizer is a little town and there's only so much you can force into this area. Most roads are as wide as they can get and if we continue to build it's going to get congested. I think if we're smart about where we build it would be a better outcome.
- I see an abundance of growth and growth potential. People like Keizer because of the close community and cleanliness.
- Keizer is progressive and is making the effort to grow with its residents' needs
- Hopefully will meet and exceed each year goal to make our town a great place to live and grow so our children and their children will call it their city.
- Too much growth without the infrastructure to accommodate it.
- We are on the right track now with the Keizer Station and are "on the map"
- Everyone takes pride in living in Keizer, where there is pride there is growth.
- Leadership cares
- no library, no sidewalks in many areas, no enforcement of rundown property
- Because we still have a volunteer spirit. Involved citizens make for a good city
- because of the development of Keizer Station, it has definitely improved our city and it is so nice to not have to drive far to get to those stores.
- Because people in Keizer care about their city. We work hard to make it a good place to live and raise children.
- Continued increase of drugs & violence
- I have lived in Keizer for 23 years but it seems to me that many people who have lived here for many years seem reluctant to see anything change.
- Unhindered illegal immigration is turning out once great country into a third world country.
- With the redevelopment of the commercial core being shifted out to Keizer Station our River Road commerce will suffer. We already have two big dead boxes out at KS which we didn't think we would see till at least 2012. With the bringing in of one more big box the economic shift will not be pretty. This is also allowing more minimum wage jobs causing more travel to and from Portland and Eugene. I think light rail would be appropriate to look at. Our homes will stay constant in value due to the lack of inventory and job resources... The average home in Keizer now is 31 years old. Without further growth the average age will be 51.... People want new, clean livability.



Without growth of homes or property value our tax structure will stay the same in the city and they will not be able to afford upgrading and maintaining our infrastructure.

- I cannot predict the future and won't even try. Keizer, along with the rest of the country has a lot of work ahead and we the citizens need to learn how we can take care of ourselves, rather than lean on the government as a crutch.
- the city government and policy makers are quite good
- Because better is what we want....
- The city is looking for growth and community working together for one goal.
- Keizer, as a city, has a number of limitations, which is not necessarily bad. The city is landlocked, providing some limitations. On the other hand, the city's efforts/desires to expand its urban growth boundary have the potential to reduce the city's livability. We can envision an increase in the city's livability with constraints on its population growth.
- Our forefathers and mothers have done a bang up job. Let's keep it status quo and stop reaching to make things bigger. Let's beautify what exists now rather than tearing down the old to install new. Look at Coffee Paradigm; it is old fashioned for today's world.
- I think that in 20 years, Keizer will have evolved and modernized to fit the current needs. We will get some of the things that would be very nice to have such as a community center where the youth can gather and stay out of trouble.
- The economy will keep the city from being able to do anything but retain present services.
- to much growth and congestion
- We will conserve green spaces for future generations and have more opportunities for employments
- They have good leadership in place
- We are going in right direction with talking about the issues and you are listening
- Too much growth. Not what we incorporated for
- It will be the same if it keeps going as it is. The main employees down at City Hall will be long gone and the main stays and families will still be here trying to undo all the mistakes that the City is making and will keep on making until we the people take charge of our City again.

- Current leadership has been very active and progressive, (e.g. Parks Master Plan), but how the City redevelops and plans future growth today will have a huge impact in 20 years.
- We are growing responsibly and we have good city leaders.
- Hopefully a better place to live. It would depend on the economy. The use of our tax dollars and if Keizer could draw job opportunities for our citizens.
- If we all work together and listen to one another we can grow, remain a great place to live and raise a family, and Keizer and its citizens and businesses can prosper. Keep crime down.
- Without the proper education of the Keizer workforce in Quality Control Measures the Infrastructure will degrade at a rate faster than the normal.
- Because Keizer citizens are concerned about their future.
- We're always playing catch-up.
- If we continue to invest in parks, arts and quality of life concerns
- I like Keizer the way it is. While the River Road corridor has become more attractive, I think we have enough water features (not green unless the water is recirculated), we have enough in-fill with putting multi-family housing in where residential lots used to be. I could see older homes being replaced with newer homes, but not much more in the multi-family housing area. It puts too much burden on existing infrastructure.
- Change always brings good and bad.
- We are energized and the link between business, civic, and government is stronger than ever with solid leadership in all areas!
- Overcrowding, the majority of cars on the main streets are just passing through. The majority of small businesses on the main roads cannot entice customers to stop in from their commute to and from work. Keizer needs to assist these small businesses, the backbone of this small town, to save the atmosphere that most people want to live in.
- Because of the quality of our city employees and volunteers
- Close monitoring of city affairs and needs of the community. (Good Job)
- I think there is a strong infrastructure so that the positive and negative factors will be evened out.
- Given the conservative leanings of its residents and government, I doubt that Keizer will be willing to spend any money or except proposals that encourage future change.



- The current city council works very well together. Keep it up and it will be a better place. Just remember to keep asking private citizens for their opinions and then listen to them.
- Because people are saying things are going to change in the future and also said that's what the president OBAMA said
- I believe Keizer will be a better place, because I think we will have more parks and less noise at night, and during the day.
- I hope it will be a better place to live; I dread it could well be a worse place to live; I believe it will be about the same...because it WILL be bigger & have more people, but growth always brings crowding & the problems of poverty, drugs, & gangs, all of which have become more & more apparent in Keizer over the last 20-30 years.
- Traffic will be the problem with denser housing.
- Because all the advancements.
- No ability to tax citizens for amenities that would make it a nice community. Short-sighted leadership.
- Too damn many people already and it appears we are trying to make room for more.
- Growth and current policy direction
- It's a pretty nice place to live now. And i have only seen improvements. So i would hope that will not change.
- "You are trying to make it like Salem, a bigger city.
- Keep it small no more growth"
- Too many new subdivisions and growth. I moved here for the small town atmosphere.
- always room for improvement
- We seem to be growing more than we can comfortably accommodate.
- The city of Keizer is notorious for being short sighted, until that changes Keizer will be the same old place.
- The way the housing areas look off of River Road - Verda etc. except for McNary and the Meadows -indicated people do not have homeowner pride. They let their homes/property deteriorate and that affects everyone on the block.
- "I say, I honestly do not know much about Keizer. I do not live there, but my mother does and i visit her often. Keizer appears to be a nice place, if a little small for me. It is my opinion that any community leadership that asks the

community at large what is important and what is not and takes into account all variables known and theorized, that that community can only move forward unless besieged by outside influences. Lack of land is a bad thing, but there is only so much of it available to anyone. Allowing for a shaded grassy area below buildings and sunny resting areas above buildings. Utilizing all space available is important.

- I grew up in Northern California. I saw farmers go under and industry and malls move in, at the same time I watched the air quality decline and the income diminish. From what I see in Keizer, it is young, and could flourish if it moves in the right directions."
- "I see Keizer continuing to be a bedroom community to provide employees to the state government and local services. At this point I don't see our role changing because we simply don't have the space to develop industrial employers or service type employers that will change our basic form. We have a regional shopping center that isn't complete, a major park that will require another 10-15 years to develop, and a civic center nearing completion that will serve us for at least a generation.
- Explosive growth will destroy our fabric. Whether we build up in the form of apartment complexes or outward by spreading into nearby farmland will unalterably change the character of Keizer. I think our focus should be to manage what we have in a sustainable way, rebuild and improve the deteriorating areas in our city, and continue to improve infrastructure that we enjoy. Moderate and managed growth must be considered, but I do not support expansion at taxpayer expense."
- City government acts like they want to know what the citizens want and then does what a few key city councilors and the mayor want to do anyway, 2) Too much "scope creep" to trying to have Keizer be all things to all people and away from its roots as a simple, fiscally responsible, low tax city, 3) Too much influx of low SES, 4) Too many apartments, 5) Police have to spend too much capacity on low SES issues (drugs & alcohol, fights/assaults, burglaries, vandalism) instead of quality of life issues for those of us who pay the most taxes and stay out of trouble with the law (how about more patrols on the streets of nicer neighborhoods, slow down traffic on secondary and residential streets, get control of noise (music thumping from cars, dogs barking, loud cars, violations of ordinances re: fences, broken down cars on streets, RVs improperly parked, and on and on), 6) Too much of an old boys/girls network in town, 7) Crappy land use planning (allowing too small of lots for too big houses, crowded/narrow streets, allowing unsightly yards at homes and BUSINESSES), allowing residences to park garbage and recycling cans anywhere instead of out of sight, permitting the Iris festival to leave town and go out to Keizer Station further deteriorating any hope of the real Keizer from surviving/thriving, poor traffic "engineering" (can't we hire real traffic engineers? Try paying the City Manager about 2/3 of what he is currently

overpaid to help fund such critical positions), allowing River Road to become another Lancaster or Wallace Rd., and more.

- We/You need to balance commercial growth with quality of life. I don't want Keizer to become another Salem. Watch what you are doing on the East Side (Keizer Station). It is not a destination for long-time Keizer residence.
- Because we care now. The steps that we take as citizens to create a better place today will carry over to improve our city as time goes by with or without growth.
- Improvements in public transportation that include more effective reach throughout the city, growth of Keizer Station as well as growth of downtown. To prevent greater congestion on River Rd, an improved traffic grid and more sensible distribution of signals.
- The City is finally taking the traffic issues in our city seriously. Public Safety (Police) appears to be coming off the back burner.
- Efforts are made to improve the city
- The city will grow and with growth will come new problems. These will be solved, but that brings us back to being about the same as today.
- Because identifying a vision seems to be important to Keizer. Also because of Keizer's history and pride. I also feel hopeful because of the progress already made; I love the art and beautification of "downtown".



Q3: What are Keizer's three greatest strengths today?

- Keizer Fire District
- Schools
- Size
- New City Hall and Civic Center project
- sense of community
- Devoted City Council and Volunteers
- Sense of community
- volunteer attitude
- Entrepreneurial spirit
- Mix of land use.
- Livability
- Spirit
- Not a big over developed city
- livability and volunteerism
- small size
- Quality of citizens
- Volunteerism
- Keeping within budgets
- none
- Good core group of leaders (gov and civic) who care about the community
- good parks
- police
- Location (I-5, Willamette, north (Portland side) of Salem
- Public Safety
- Tax rate
- Volunteerism
- Community driven
- Volunteer's
- Low taxes
- Big sense of community
- pride
- Quality of life
- Community Spirit
- people
- families
- The volunteer attitude
- Citizen involvement
- Beauty with nature
- People / community
- Low Government Cost
- emergency response services
- low taxes
- Keizer Fire District
- community
- volunteers
- Community
- Low-cost government
- The Fire department
- It's not Salem
- Good use of tax payer dollars
- The people
- Its citizens
- The Citizens
- Low taxes
- accessibility
- Some elbow room.
- FIRE DEPARTMENT
- lower taxes
- Low crime rate
- Volunteerism
- safe
- Volunteer groups seem to do about everything.
- community identity
- community involvement
- Quality of living
- volunteers
- solid volunteer base
- small town feel
- Commitment to Parks/open spaces
- Small size
- Location
- Good Fire and Police
- Quality of life and convenient location
- Low crime
- Small town feel
- Volunteers
- Police/Fire protection
- small city
- City Council members committed to City's well-being
- community involvement
- Commuting access to Portland
- friendly people
- Small town feel
- Community
- Location - The first major city off I-5
- Cleanliness
- Strong vital neighborhoods
- Public awareness
- Police Department
- Excellent City Manager and Mayor (LEADERSHIP)
- Sense of community; community spirit
- Established neighborhoods
- Fire Department
- The city is clean. Clean streets say that a community is working toward something better.
- Hard working people
- Living with the resources we have
- Cows still exist in the middle of my neighborhood instead of strip malls!



▪ Public Schools	▪ 'small town' feel	▪ schools	▪ We are not Salem
▪ public safety	▪ None	▪ People - volunteers	▪ small town feel
▪ Single family homes	▪ Great city leaders with positive outlooks	▪ community	▪ Co-operation
▪ Lots of trees	▪ It has a great high school! That is why we chose to move back to Keizer after swearing that we would never live here again as teens :)	▪ Small	▪ Still has a 'small town' feel.
▪ volunteer police	▪ location	▪ It's friendly community	▪ clean
▪ Citizens	▪ small town next to large town	▪ Location	▪ Keizer Heritage Center & Art Association
▪ Forward-looking council and staff	▪ People	▪ Low property tax	▪ Keizer Station
▪ It's small size	▪ Good people with a vision.	▪ Independent	▪ Small town feeling
▪ good schools	▪ River Road improvements.	▪ Being a small town	▪ Location
▪ Small town appeal	▪ Safety	▪ Home town feel	▪ Nice neighborhood-McNary Estates
▪ livable neighborhoods	▪ a size that allows for the feeling (for the most part) of a cohesive community	▪ Community	▪ location
▪ Small town feel	▪ community spirit	▪ small town community feel	▪ Volunteerism
▪ THE NEIGHBORHOODS	▪ low taxes	▪ Appealing atmosphere	▪ Keizer Station
▪ volunteer promotion	▪ leadership	▪ People	▪ Law enforcement
▪ Renewal	▪ Civic Leadership	▪ Strong community spirit	▪ volunteerism
▪ our farm lands.	▪ dedicated city officials	▪ Small town atmosphere	▪ Sense of community
▪ Independent community	▪ livability	▪ professional, dedicated and loyal city hall staff	▪ Housing
▪ Police Department	▪ livability	▪ Small town recognition	▪ Volunteerism
▪ small town feel	▪ Small City	▪ Keizer Rapids Park	▪ Small town feel
▪ quality of life is pretty good so far	▪ community spirit	▪ Low Tax Rate	▪ a local government who is trying to do what is best for the people
▪ Small size	▪ Sense of community	▪ dedicated visionary volunteers	▪ Sense of Community
▪ Volunteers	▪ Livability	▪ Lower taxes	▪ Community Support
▪ Its Citizens	▪ A small town feeling.	▪ Low cost	▪ small town feel
▪ Good, caring, family oriented people.	▪ effective city government	▪ Community Organizations	▪ small and convenient shopping
▪ Walkability along River Road		▪ A strong sense of community	▪ Public services - fire and police
▪ Low taxes		▪ Law Enforcement	▪ good volunteer group
▪ community		▪ Clean city	▪ people
▪ Fire/EMT		▪ Sense of community	



- A great Mayor
- Small
- A variety of services are available
- community feel
- Great city chamber
- small town feel
- Volunteers
- small town
- It could be a wonderful community to live in
- Great Public Works staff and City Manager
- small town feel
- Good Leadership
- beautiful community
- Low Taxes
- Fiscally Sound
- The people working for the City of Keizer
- Law enforcement
- the friendly people
- volunteers
- cost of living
- Good neighborhoods
- Sense of community
- Pride in community.
- quality elementary schools
- Its Location
- schools
- low taxes
- community
- Its people
- Low to moderate taxes
- Its size is manageable
- Keizer Station
- the places that have been built
- Lots of youth sports & parent participation therein
- community support
- Location north of Salem
- volunteer base is strong
- Fire district
- Volunteers
- Limited traffic
- Proximity to other areas
- Small City Environment
- police
- Low-cost government
- Low tax rate
- managing money responsibly with transparency
- community togetherness
- Location
- good water
- proximity to I-5
- nice town
- Community pride
- Keizer station
- City Leadership
- Low Taxes
- Parks
- Still small
- Committed fire department
- Volunteers
- Emphasis on core functions of government
- Livability
- Control government spending
- low taxes
- Location
- People
- Keizer Police Department
- Parks
- Structure
- Proximity to Portland and Salem geographically
- volunteers
- The Willamette River- Keizer Rapids Park
- Hub to Portland or the Coast
- thoughtful growth
- Community identity
- Neighborhood atmosphere.
- Volunteerism
- Pride
- open spaces still visible
- The current City Council
- everything we need is right here
- Leadership
- Small town feel with big city opportunities
- Open to new ideas-
- Good central geographic location to other locales (mountains, lakes, rivers, coast)
- landscaping improvements
- commercial growth
- Community Spirit and Volunteerism
- City Budget
- No 'downtown'
- Entertainment, i.e. Keizer fest river fest
- volunteerism
- size
- Good fire department
- Location, Location for everything to do
- spirit
- Low crime rate
- Strong Local government
- civic pride
- people who care about others
- The small town feel
- friendly community
- Volunteers
- Location
- the new Keizer Station
- close to Salem with limited congestion



- Nice community
- not a lot of traffic issues
- Keizer rapid park
- Location
- Small-town feeling
- The Police Department
- It's kind of a smaller town
- Providing good services - all departments
- Mayor
- The Fire District
- The Fire District
- Youth athletic programs
- friendliness
- Generally conservative politics.
- YOUTH SPORTS
- lower taxes
- lower taxes
- fast food
- Cultural diversity
- volunteerism
- safe community
- Volunteers
- schools
- great water
- nice residential areas
- Affordable Housing
- Small, local businesses
- Location
- Community involvement is GOOD!
- Police and Fire services
- Clean neighborhoods
- easy to access government (willing to listen)
- Police Dept.
- Public works (water, sewer, roads)
- safe city to live
- Location on I-5 Corridor is a big advantage
- green & clean
- Affordable housing
- convenience
- Community pride
- Volunteering
- Strong Volunteer base
- Sense of community
- Strong central core retail/commercial district
- enthusiasm
- Volunteerism
- Citizen Involvement and volunteerism.
- Schools
- Potential for upscale living
- Police Department
- A visible active police force sending a message that crime does not pay here. With regular patrols people feel safe and criminals do not get the chance to lurk.
- Young people
- Police Services
- Low crime rate.
- Clean Town
- civic organization
- neighborhoods
- Decent taxes
- Water system
- light traffic
- Big town shopping
- schools
- Clean
- PARKS
- efforts at attracting business
- Manageable size
- our library
- Parks and recreational opportunities
- Schools
- new dog park
- Caring citizens
- Good parks
- Affordable Property Taxes
- Its Size
- Its volunteer organizations: Churches, the Chamber, Rotary, etc.
- small retail along River Road
- Low Taxes
- volunteerism
- Police
- very clean
- None
- Good police and fire departments
- Lower taxes. Low city operating costs.
- potential
- school districts
- Vision
- Close to city services, yet maintain country feel.
- Good communication between City and residents.
- Convenience
- Citizen support of its youth by supporting its schools
- growth
- well run city
- identity
- Police Dept
- volunteers
- low population density
- low taxes
- Low Taxes
- low crime
- Low taxes
- Volunteerism
- Access to malls and other forms of entertainment.
- Good infrastructure
- kids recreational opportunities



- City management
- Location
- good police
- It's police department
- accessibility
- Low crime
- affordable
- elementary schools are good
- city leadership
- Cleanliness
- safe community
- Slow but smart growth
- Low taxes
- Excellent city manager
- Volunteer spirit
- dedicated volunteers
- Live within budget
- Keizer Station
- Responsiveness to Citizens Needs
- Enthusiasm
- Great local Newspaper
- Location
- People
- Wise government spending
- Communication with residents
- Neighborhood Watch program
- New River Road image (Wells Fargo sidewalk, Chemawa sidewalk, etc.)
- Living costs are less
- nice main drive
- City identity
- Has a good variety of shopping,
- affordable
- Community spirit & caring for one another
- Keizer Rapids Park
- Close to Portland and Eugene
- friendly/welcome
- Close to I-5, easy commute to PDX area
- Keizer Rapids Park
- good schools
- Community strength/Strength of citizens.
- small community
- Developing retail outlets
- Public Safety
- low taxes
- Keizer Station
- Size
- Small town atmosphere with all amenities
- new growth
- Great schools
- Forward thinking city government
- Homogeneous
- Community involvement
- Lots of open, undeveloped lands...see the cows?
- Clean
- Traffic, while heavy, is manageable
- in touch government
- willingness to invest in the community
- police dept. is great
- Setting
- Progressive Council leadership
- everything is close
- Community Identity
- Small town
- Water quality
- Volunteers in Keizer
- recycling
- proximity to Portland
- Staats lake
- Keizer Rapids Park
- Public safety
- Cleanliness
- Youth energy.
- River Road attractive and functional
- Sports(recreation) and Parks
- community care
- low population
- government
- Its infrastructure
- Relative small size allows for close monitoring
- Most of its citizens are hard-working middle class
- River Road improvements
- population
- A few good businesses to draw shoppers & keep Keizerites shopping "in-house"
- Range in types of housing
- small and rural nature
- Water/public works
- lack of room for endless growth
- Friendly people
- Small town feel
- Excellent Schools
- clean downtown
- Location (close to I-5 and mid valley)
- Volunteers
- our own local fire and police dept
- not big city
- Location
- good schools
- Keizer Station
- All the fixing up so the town looks good.
- Volunteer
- Community Involvement/Volunteers
- Safety
- Community
- Relatively good water



- Good schools
- Committed leadership
- Lower property tax rates
- Affordability
- Encourage volunteers
- community support
- Parks
- People
- Livability
- Police
- Location
- strong youth sports programs
- newer buildings and streets
- Community identity events: Christmas tree lighting, Miracle Light Display, Iris Festival
- green spaces - art
- Lean and effective city government
- Looking forward toward and planning for the future
- Volunteerism
- good government
- The current Police Dept
- we don't have far to go if we want more variety
- Volunteers
- Good clean City
- A supportive citizenship (want a good quality of life)
- Quality of Life (low crime, low congestion, etc)
- City Taxes
- youth sports
- pride
- cost of housing
- Big citizen involvement
- volunteerism
- Proximity to other regions
- Controlled Growth
- volunteerism
- affordable housing
- The spirit
- size
- small town
- Size
- good schools
- community spirit
- Friendly
- schools
- Keizer Station
- Leadership
- Good location (mid-valley on I-5)
- Opportunity to grow
- Honey feed
- managing development
- council
- Our Parks
- The Police Department
- Access to Interstate
- activities
- Pretty good infrastructure.
- SAFE PLACE
- lower taxes
- our aquifer
- A sense of community
- control of growth
- fiscally sound
- Vision
- parks
- small town feel
- well thought out development
- Commitment to Keizer Station AND downtown development
- Avoiding sameness of the nameless malls and developments.
- Location
- This survey
- Excellent Financial Control
- Strong sense of community
- Growing community
- Still somewhat small
- Livability (parks, river road development)
- great schools
- Healthy, safe place to live
- small town atmosphere
- Professional Baseball Team
- Keizer target station
- Low property taxes
- Aesthetically pleasing
- Excellent schools
- planning
- Fire District
- Visibility from I-5.
- Spirit of volunteerism
- A separate identity from Salem
- Public Works - Parks
- A city government that encourages participation and input of its citizens.
- Generally happy people if it doesn't rain too much
- Controlled development
- The open space provided by our natural, undeveloped areas as well as our parks.
- Not too big
- a very nice city to live in
- Good government - so far
- Volunteers for Fire Dist., youth activities
- nice parks
- friendly people
- safe
- sense of community
- ITS SCHOOLS
- promoting livability
- Low crime rate



- our volunteers
- Feeling of a small community
- citizens
- geo location
- reasonable taxes except for Urban Renewal District
- Communication between community and leadership
- Its Serenity
- Central location; close to Portland, Eugene, Salem, I-5, the coast, and mountains.
- housing-to-retail ratio
- Low Taxes
- a great place to live
- Tax Structure
- None
- A "nice" look to the whole city.
- Not blowing money on wasteful projects (45th parallel idea, expensive signs to depict the different neighborhoods or areas of Keizer). Being fiscally conservative.
- citizens
- newer residential subdivisions
- looking to future
- Good schools.
- Traffic
- a location accessible to many different activities
- improvements to date
- relatively crime free
- growth
- Volunteerism
- small town feel
- green spaces
- small town atmosphere
- Pretty good city management
- low taxes
- great water
- Sense of community
- Clean, and modern.
- size
- quiet, safe residential areas
- Not tied to Salem
- public services
- good business
- It's heritage center
- friendliness
- compact & comfortable
- local shopping available close by
- Keizer Station
- Police and Fire
- high percentage of homeownership
- Leaders
- schools
- support for local business- both existing and new
- Common sense and get it done approach to issues
- longevity of citizens living in the city
- Open minded leaders
- Public Parks
- Dedicated Caring Staff
- many dedicated city staffers
- Location, close to Salem, beach, country
- Size
- Youth
- Crime is relatively low and the city doesn't have many of the problems larger cities do
- fire service
- Good city leaders
- The cattle in the city. Love it!!!!
- close to I-5
- Strong leadership
- Always improving.
- small community
- Keizer Station
- Safe place to live
- clean
- Fire Dept
- city government
- Proximity to Salem and I-5
- Council willing to listen
- Safe
- Development - current & future
- location
- convenient location
- Volunteerism
- good government
- safe
- A decent police force
- Traditional
- A very strong school system
- location
- positive outlook
- fire dept is great
- Hard working long time residents
- Volunteerism
- Family focused
- Friendly and generally safe
- Parks
- friendly neighborhoods
- Willamette mission park
- Keizer Station
- Public safety
- Hope.
- new city center complex
- Art
- fairly low crime
- public safety
- public safety
- The city employees
- Volunteerism
- Community activism
- public schools



- Small-town pride and friendliness
 - People in the community working for a better city
 - families are predominant demographic
 - Police dept
 - small town atmosphere
 - Nice shops (Keizer Station)
 - Big League Ball Team
 - Close to Metro area
 - nursing homes
 - Safe place to live.
 - Sense of community
 - small town feel, but Keizer station shopping abundance
 - Location
 - good water
 - Low property taxes
 - Community Input
 - Pro-growth
 - Roads (The ones that I travel.)
 - Relatively lower taxes
 - Quiet, safe place to live
 - Business community connectivity and strength
 - Safety
 - Keep government small
 - limited bureaucracy
 - Business
 - People
- The improvement to "downtown" area and the Keizer Station.



Q4: What will Keizer's three greatest strengths be in 20 years?

- Public Safety
- I hope Schools
- Location
- Development and gentrification of older Keizer neighborhoods into a River Road & Chemawa Road downtown city center
- volunteers - if we keep that focus
- It could be quality of housing & schools
- Much bigger and diversified local economy
- urban development
- Community spaces
- Planning done in 2009
- good government
- livability
- small cozy size
- Quality of citizens
- Strong support from community
- won't be any if things don't change
- Quality place to live compared to other communities
- access to freeway
- Location (I-5, Willamette, north (Portland side) of Salem
- Public Safety
- Keizer Parks
- community driven
- I don't see any, I see us taking a down turn
- same as above
- Location to everything
- pride
- Quality of life
- Community Spirit
- people
- families
- I have no idea
- because of Community involvement
- I fear growth
- Low government cost
- hopefully the same as above
- Keizer Fire District
- same as above
- Location
- Hopefully low-cost government
- Fire department
- A great waterfront park (Keizer Rapids, or other)
- Wise use of taxpayer dollars, staying within budget
- The people
- Its citizens
- I wish I knew
- Access to Interstate
- same
- Depends on decisions made today!
- lower taxes
- Who knows
- location
- safe
- A sense of community
- education
- safe community
- volunteers
- great water
- shopping centers besides going to Salem
- Commitment to parks/open spaces
- Small size, if we are careful and don't get sucked into developers dreams.
- The same
- ask me then, can't tell the future
- Same
- small town feel
- Livability
- Small City
- Vibrant community on the I-5 Corridor w/citizen involvement
- Commuting access to Portland
- Hopefully the addition of a WinCo or Wal-mart @ Keizer Station
- Community
- Community spirit through service (business, non-profit, churches, community groups)
- More to do
- Hopefully the same as above....
- continued awareness
- Police Department
- A strong economy based on "basic" industrial jobs.
- No way to predict
- Hopefully, more owned properties
- Fire Department
- The attention being paid to planning now for the future of Keizer 20 years from now.
- Hard working people.
- A full service City (no library needed)
- Still having the natural, undeveloped open space and parks that are available now.
- Citizens
- Access to the River - keep the progress going
- Hopefully it is still small
- I hope the above mentioned items
- Small town feel
- NEIGHBORHOODS
- livability



- a lack of big box stores.
- Independent community
- Commercial Development
- more self-sufficiency
- Hopefully, continued Volunteers
- The Citizens of Keizer
- The people
- affordable housing
- none
- hopefully the same as above
- Kroc Center (I know it is not in Keizer, but it is so close!)
- quality of life
- hopefully, a small town
- Cultural
- I hope a safe place to live.
- Same I hope
- its location within an area that is accessible to a variety of services and amenities
- community spirit
- hopefully same as the today strengths
- jobs
- Staying small
- sustain, control population growth
- same
- Budget Management
- community spirit
- close to Portland via light rail
- Strong, meaningful youth civic engagement
- Access to surrounding entertainment etc.
- same
- parks
- People - volunteers
- hopefully a council to stop the growth
- to big
- It's parks
- location
- Independent
- tight community that works together
- Willamette River
- Government
- small town community feel
- same
- People
- God willing the 3 listed above
- Strong government
- A public library!
- Low Tax Rate
- revitalization of upcoming volunteers
- Depends of what they do today.
- Low government cost
- Community Organizations
- law enforcement
- Technology
- The cattle in the city. Best thing ever!
- more variety of retail
- Long range planning
- Hopefully the same as I listed for today's.
- jobs
- Community spirit
- unknown
- Close to Portland and Eugene
- community focus
- none
- Volunteerism
- Keizer Station
- I have no idea
- Housing
- I already gave my opinion about the future
- Same
- Strong community support
- more people working local
- schools
- Public services - fire and police
- same
- Hopefully a great volunteer Mayor
- Small
- Managed growth and good living conditions.
- location
- freeway access
- Have no idea
- Family-friendly
- Prime location with proximity to Salem and Portland
- Location mid Willamette Valley
- growth with a small community feeling
- Good forethought on growth & design (hopefully)
- Public Safety
- proximity to Portland
- Keizer rapids park
- Quality of life
- Addition of a library
- People wanting good things for Keizer.
- parks and green spaces
- Its location (central hub for meeting, business, sports, etc)
- big business oriented (really not a good thing)
- community
- Maintenance of an adequate tax base
- Keizer Station
- I would hope, more of the same, plus more "core businesses" to keep Keizerites shopping close to home and draw shoppers from other nearby areas.
- To keep the small town feel
- proximity to Portland
- Volunteers - I hope



- Growth - sleeper to Portland
- Proximity to other areas
- Not sure
- law enforcement
- Location
- Low tax rate
- hopefully top rated schools
- Location
- Who can really say?
- proximity to I-5
- none
- Same as above
- Depends on what the local government and private citizens do to improve their individual homes like the city is trying to improve River Road
- Unknown
- Proximity to I5
- Committed fire department
- Business community connectivity & strength
- Hopefully the Same
- Control government spending
- Location
- A public library - FINALLY.
- Livability
- Keizer businesses
- Variety of housing stock
- Keizer Station
- Natural resources and leadership in sustainable community
- Sense of community that encourages participation
- Community identity
- alternative transportation
- Improved neighborhood basics—sidewalks, lighting
- Commitment to the vision
- Proper planning
- Continued volunteerism
- Still has prime farm land to continue growing amazing food
- Leadership
- Well planned growth
- Good central location
- access to parks
- Community Spirit and Volunteerism
- City funding
- Volunteerism
- volunteerism
- Citizen involvement
- Spirit
- Low crime rate
- Strong Local Government
- Civic pride
- People still caring
- Loss of natural beauty falling to housing
- Location
- More housing opportunities
- Hopefully livability
- Community
- 'Modern' city with small town appeal
- police department
- It still won't be Salem
- Managing growth
- Who ever us Mayor
- The Fire District
- Access to river via parks
- Same
- Retail opportunities.
- infrastructure maintenance
- Fast food
- Safety improvement
- Fiscally sound hopefully
- Schools
- Solid volunteer base
- Nice residential areas
- Commitment to jobs/shopping
- Near a real urban area, without urban woes.
- Green spaces
- Housing values
- Safe City
- Still a healthy, safe place to live
- Access to the Willamette river for recreation
- Community pride
- Volunteering
- A green manufacturing hub - We will seize the wheel and steer the ship
- City wide wi-fi internet
- Volunteerism
- Low juvenile crime rate due to library and rec programs.
- Fewer rentals
- Police Department
- A solid community
- Older people
- Lots of retail, restaurant and entertainment choices
- Low crime rate.
- Public infrastructure
- Sense of community
- PARKS
- Expanded urban growth boundary
- Better mass transit
- Economic independence
- Parks
- Maintaining affordable property taxes
- The Size of Keizer
- The volunteer organizations
- Proximity to Salem
- Building a downtown, and attracting small business, food, a place to be outside, culture.
- Open inner city green spaces



- Keizer rapids park(?) forgot the name, sorry
- Recreational opportunities
- Affordability.
- The presence of some community leaders and volunteers who serve the City without relegating to a personal agenda and truly reacting to the citizen needs during their decision making and planning
- Innovation
- environment
- Volunteerism
- Lower crime rates
- Quality of Life
- Low crime
- Low taxes
- Livability
- Clean and modern
- livability
- City management
- Hopefully a Mayor with small town values
- Not enough police
- Its library
- Accessibility
- Safe
- Schools will be great
- Police and Fire
- safe community
- schools
- Many historically significant sites that draw tourist trade to the city
- Keizer Station
- Community Identity
- Stability of the volunteer force
- Location
- People
- Schools
- Leveraging more community volunteers
- Cleaner streets
- Green place to live
- affordable housing
- Making changes to meet the needs of its resident
- Keizer Station
- Better school
- Parks
- I already gave my opinion about the future
- Growth - economic
- safety
- A great Police Force
- Close Knit
- Good Roads
- Low taxes
- Friendly people
- Desirable place to live, work, & raise a family
- Community Identity
- Maintain low taxes and costs to live here
- Transportation Plan
- volunteers
- Parks and open spaces
- More jobs
- Local merchants.
- Energy efficiency
- Sports (recreation) and Parks
- Plenty of used business buildings for lease
- Government
- Maintaining controlled growth
- I hope for an economy-wise development at Keizer Station to help achieve #1
- If they don't over build
- Low cost housing
- Lack of room for endless growth - I hope
- Willamette River
- Keizer Station
- Traffic controller
- Low-cost government - hopefully
- Volunteers
- hopefully low crime
- Location
- Keizer Station
- Proximity to the Willamette River
- Good schools
- Location on I-5 Corridor
- Keep government small
- Public Services
- A strong facility and activities for youth
- Hopefully Infrastructure
- community awareness/ involvement
- Smart growth
- the beginning of a Keizer Renaissance and or Revival
- family oriented community
- Diversity of economy, demographics,
- Lean and effective city government
- Developed park system
- It's people that live here
- managed resources and budge
- We'll have even more variety to choose from even closer to us because outside communities will have expanded our way. That's why it's important to keep the farm land we DO have, if we have any left!
- Volunteers
- Quality of Life (low crime, low congestion, parks & rec etc)
- City Taxes
- Downtown
- pride
- more for citizen in art, culture, recreation
- volunteerism



- Diversified work force
- volunteerism
- a planned city
- a generation of irresponsible youth
- Size
- open space
- Good well paying jobs
- Hopefully Leadership
- Location still good
- commercial opportunities
- Kroc Center
- Providing good services, police, water etc.
- strong council members
- Our Parks
- Office parks
- public safety
- library
- small town feel
- no industrial areas
- Keeping local farms and restricting growth.
- shopping variety
- Public Services
- Great school
- Well-planned & well-maintained
- Neighborhood parks
- A great School district = higher property values, people will stay in Keizer, people will fix up their homes
- Uses 100% clean energy
- Fire District
- Low property tax rate.
- Hopefully a true downtown
- With the right focus it could be city government
- Happy people if the rain lets up
- A leader in the youth sports tournament industry
- Continued value of partnering with volunteers in support of such accomplishments as the skate park, Keizer Rapids Park, etc.
- Education
- SCHOOLS
- location
- a lot of green space
- Public Safety
- Listening to the community
- The Serenity of Keizer
- Its investment in the arts and music
- proximity to Portland
- Being fiscally conservative.
- citizens
- quality of life
- Services for all, including senior citizens.
- hopefully, its ability to continue to maintain a sense of community
- reputation as a community throughout the state
- culture
- Well educated kids who won't want to leave
- reduce homeless population
- civic pride
- young population
- Quality of life
- Hopefully still a small town feeling
- same
- schools
- Safe community
- hopefully citizens who enjoy residing in a small town
- To many business, some will be run out by big ones.
- It's commerce
- friendliness
- Forward thinking
- small stable population able to be sustained by all infrastructure
- Community pride
- high percentage of homeownership
- transportation
- Affordable public services
- A stronger sense of community
- vision
- Size
- Youth
- traffic
- Better communication between city leaders and citizens
- housing
- Job opportunities
- shopping
- Schools and housing
- new business
- none
- I already gave my opinion about the future
- Networking and local support
- A super park system
- Modern yet homey
- Good police and fire services
- Great location
- Family Focused
- Good traffic flow and personal safety
- Citizen Approachable Boards and Committees
- Keizer station
- Keizer station
- Opportunity to buy locally - In town, not Salem
- Friendly neighborhoods.
- overpopulation
- Arts
- safety
- Feeling of a close-knit community



- If the council and mayor would listen to people that live here for a change.
- low taxes
- small town atmosphere - I hope
- Lots of raw land
- Volcances Baseball
- still clean
- Location
- Parks
- hopefully the best quality of life over any local city
- Location
- Unknown
- Proximity to the country
- Quiet, safe place to live
- Committed Leadership
- Encourage volunteers
- Businesses
- Good social services for the needy in our community..

Q4: What are Keizer's three greatest challenges today?

- Urban Renewal
- Community awareness/ involvement
- Keeping the citizens informed
- Youth gangs and the overall family structure
- Measure 5 limits on our ability to set taxes for services we want, like a library
- Keeping River Road business open while developing Keizer Station
- Development Land, Business & Housing
- Better roads/sidewalls
- Unwillingness to change or invest on a civic level
- Establishing balance between urban growth and green space.
- Haphazard or non-existent zoning
- \$\$\$ to match desire
- Stop building apartments and high density living
- Traffic routing and congestion, Transit District
- Kids
- Growth
- Funding to keep pace with growth
- Commercial/Industrial land development opportunities
- Cars, speeding
- Nurturing future leaders
- Land use
- Congestion/Traffic
- Public Support
- Traffic congestion
- Self sufficiency
- government, city officials
- Traffic
- Keeping Citizen Involvement
- Parks on river
- Low crime rate
- Crime
- Open government
- Traffic
- Recreation for the younger crowd
- Lockhaven road
- population
- good water
- Traffic
- Expanding the UGB
- City Council
- traffic at schools
- public pool
- One High School (getting way overcrowded)
- Maintaining city road system
- Keep drugs out of our city
- Crime
- Traffic
- Traffic
- A ridiculous Mayor
- Our current city council
- Lack of developable land for residences/business
- Infrastructure growth
- Managing growth.
- GROWTH
- Public safety
- Accommodating alternative modes of transportation
- traffic related problems
- Trying to get a winning baseball team again
- Development of parks, especially Keizer Rapids Park
- Lack of library
- Providing services with in budget
- Greater diversity and communication from the community
- Crime
- Deciding how to approach the next twenty years
- Keeping the small town feel
- Allowing growth & retaining the "small community feel"
- Keeping developers out of government.
- Living wage Jobs
- Bringing in top quality businesses
- Managing Traffic
- Traffic/ congestion
- inadequate services for a community of our size
- Crime
- Avoiding the temptation to go into debt for non essentials (civic center, expensive youth facilities, libraries)
- Greedy council member who want to grow the UGB
- Boundary issues (with Salem and Marion County)
- Vandals & teen-age curfew
- Crime control
- Challenge of convincing city residents that Keizer station is a good thing
- Priority needs to focus on attracting manufacturers - for job growth so we are not riding Salem or PDX's coat tails
- Lack of entertainment (a music venue, movie theatre etc...)
- Growth



- Education of transportation users
- Land Use
- Creating an identity – place making.
- Land use
- Having a mayor who will pay attention to surveys
- Traffic
- Sidewalks for Chemawa road so the high school students do not have to walk on the side of the road.
- Economy
- Not being able to provide all the services of a bigger city
- River Road, Lockhaven/Chemawa traffic flow
- Crime/traffic
- Resisting growth
- Traffic congestion
- City leaders who don't care what the public think
- No library
- Environment
- Finding support for a local library
- Traffic
- Leadership
- Traffic
- There needs to be another high school, McNary is being out grown quickly
- RIVER ROAD TRAFFIC
- Recession
- To make sure that we don't try and act like an urban city, i.e., we do not need to expend the resources for a redundant library facility
- Too much population growth
- Responsibly managed Retail growth
- Traffic congestion (North/South)
- mayor
- Gang & crime prevention, litter and graffiti
- Open minds on issues by Council and Staff
- Traffic control on River Road
- The City Council
- Public safety.
- Traffic to I-5 is bad in the morning and evening
- Over growth
- Taxes
- Noise
- Gang Activity
- Traffic control
- Traffic
- Crime/gang activities
- Growth - quantity v.s. quality. I prefer quality. Please don't open up the city boundary, millions of dollars are earned from Oregon farming and Marion County is at the top of the list.
- Thoughtful planning
- Space
- Increase of drugs
- Creating a city that looks and feels like a city. Not just a community in the north part of Salem.
- Need a better option for clearing streets when it snows.
- Same as above
- Focusing on what is good for the community versus reacting to allow any development that knocks on the door
- Crime
- Maintaining relatively low taxation
- Economy
- Crime
- Include more in recycling at curbside (blue cart)
- Community check on the growth vision.
- Traffic
- Traffic Congestion
- Library
- Low taxes
- Economy
- Urban growth/redevelopment.
- Reducing the speed on North River Road & Wheatland
- South end of city
- Developing a downtown core
- Traffic
- Crime
- Not to try to be a big city
- Preparing for a public library
- maintaining quality of life
- Traffic
- Maintaining livability
- Crowded neighborhoods - too many houses being built too close together
- River Road
- Traffic Congestion
- Curtailing growth and strength of government
- Congestion, traffic control
- Balancing needs for parks with costs
- Traffic congestion
- Keeping a long term visionary approach to things
- establishing its own identity as apart from Salem
- Living within the budget
- River Road (Too much traffic, not enough CROSSWALKS!)
- Managing Growth
- Economy
- Crime
- Keeping costs low
- School/social funding
- Too much reliance on City of Salem and Marion County to provide basic city services. I.e. public works
- Gangs
- Traffic



- Traffic
- City Council has lost site of Keizer's vision. And they don't seem to care anymore.
- River rd. congestion
- Funding education
- Growing faster than the city can keep up.
- not enough job diversity
- Maintaining local businesses in this economy
- River Road So. of Chemawa is ugly!
- Controlling growth
- Growth
- Community building
- Accountability to citizens from officials
- Congestion/development
- Need more good restaurants
- Flooding/Disaster control
- Lack of a reasonable public library for a town this size
- Illegal immigration
- Traffic
- Downtown
- Getting the youth baseball groups to quit bickering like the five-year-olds they are coaching
- Controlled growth
- Developing Keizer Station - smooth transitioning
- River Road strip of stores is ugly on the south end
- Developing an attractive city - excellent starts made
- Traffic
- Overcoming Salem's shadow
- Understanding and accepting we have saturated the growth boundaries
- No youth activities
- Meeting current service needs in a bad economy.
- Traffic
- Urban sprawl
- Traffic
- Keeping it small
- city council
- Our City Employees
- Expansion
- Low tax base
- More parks for kids and adults to play
- Economy
- Traffic
- Keeping costs down
- Decaying and degrading Infrastructure
- Jobs
- Don't assume that we don't want to spend the money
- No downtown
- Lack of coordinated vision
- Not enough sidewalks around all schools
- Not enough pride in community.
- Lack of immigration control
- Agreeing
- To much traffic
- Illegal immigrants
- population
- Traffic patterns and congestion
- Gang activity
- Too many Republicans
- Need another north/south major route
- WISE development as opposed to too much influence from either the 'Not in MY neighborhood' OR the 'But it would be good for MY pocketbook' lobbies
- Business competitors
- Traffic
- McNary - one high school is not large enough for community, it's overcrowded and gangs are growing at an alarming rate
- Limiting growth without stagnating
- All businesses are on River Road - No depth
- Shrinking Economics
- Traffic and noise
- Traffic on lockhaven
- Need more room to expand
- Tax increases
- Traffic congestion
- Gangs and theft
- Growth
- The city council and there agendas.
- Traffic along river road
- Traffic
- Housing collapse
- none
- Growth/City boundaries
- Beautification of private property
- Space
- Crime and traffic
- Less government
- Keizer BOD, Mayor and City Manager not in sync re growth and spending with Keizer residence.
- Things for kids to do
- Improving traffic patterns
- Growth
- Land for development
- Park development
- No cooperation
- Traffic
- Traffic.
- Keizer Station and the economy
- Keeping Keizer businesses alive or bringing new business to Keizer
- Growth
- Lack of after school and community center for youth
- Space to grow



- Congestion on River Road
- Quality of schools
- best bang for the buck
- Keeping River Road business district viable and vital
- mixed housing development
- Inadequate streets, sidewalks, bike paths, street lights
- Leadership to build consensus
- Stop building in flood plains - irresponsible
- Salem Sewer
- Funding
- Wanting to be big city ie, Our own library
- Rising costs of all commodities- budget woes/taxes
- Degradation
- Maintaining good quality of life for community
- urban renewal
- Growth issues (Urban Growth boundary)
- Budget
- Parks and Recreation
- Quality of housing
- Urban renewal
- Crime
- Leveraging resources for citizens demands
- Youth
- Improved and more diversified transportation
- Livable wage jobs
- City council mayor listen to public opinion
- Safety
- Drugs
- Tight living quarters as an answer
- Schools / growth
- Employment opportunities
- Need more retail
- Alternative travel corridors
- Weaning the City from Urban Renewal money
- No library
- Public library
- Not enough activities for kids
- Attracting light industrial business
- Routing of traffic / adequate roads
- Traffic
- Growth
- high taxes
- Over spending on a gigantic city hall "civic center"
- Traffic
- No library
- Employment
- Maintaining public safety.
- KEEPING KEIZER'S SMALL TOWN ATTITUDE
- Infrastructure maintenance
- Planning for a future in which energy is much more expensive
- Adequate retail outlets
- Finding an identity that hasn't existed since the agricultural revolution
- Stronger policing
- Growth
- Transit and transportation
- Garnering support for library
- Limiting subdivision, housing growth
- Lack of entertainment
- Remembering that bigger is not better.
- Fiscal responsibility
- Land for building
- Maintaining our strengths
- Few options for family dining
- Road repair (deteriorating infrastructure)
- Traffic
- Funding for infrastructure and maint.
- Need to get new families to move and buy homes in Keizer
- Growth and related finances
- Not enough street or roads for growth
- Focusing community vision
- We need to create a night life that will not only attract our own residents but will attract visitors
- from PDX, Salem, Silverton, Dallas, etc.
- Lack of local jobs
- Traffic mitigation
- Moving away from the automobile
- Crime Prevention
- Planning for a alternate route to River Road that is about parallel.
- Commercial development
- Eliminating strip mall plans
- Space
- Being ready for biodiverse forms of transportation. i.e. Charging stations for electric cars.
- Crime
- Not having a fully developed public works department
- Traffic flow seems to be the only thing that comes to mind
- Population growth
- Resisting infill
- Mayor with her own agenda
- Available land for housing
- Urban growth boundary
- Combating prejudices.
- Lack of planning
- Growth patterns
- Lack of restaurants (losing money to Salem/Portland)
- KEEPING SMALL BUSINESS, SUPPORTING & ATTRACTING SMALL BUSINESS



- Declining home values
- Continue to live within our economic resources with a reserve account for unforeseen expenses
- Placing environmental health first
- Environmental Health
- Growing crime need for adequate police coverage
- Not a lot of community functions
- Crowded roadway arteries
- Avoiding strip mall look
- The Greedy Land Developers
- Controlling growth.
- Finishing Keizer Station
- Traffic
- Traffic Congestion - we need 4 lanes on Lockhaven
- Traffic
- Vandalism
- Traffic control
- Traffic
- Reducing traffic congestion
- The main arteries of travel - River Road, River road is ugly and beautifying it is a piecemeal approach.
- Traffic
- Decision to expand or maintain
- Allowing areas to decline - east side particularly
- Public Safety--gang enforcement.
- Need to improve existing parks before creating new ones.
- Continuing to provide community services and maintain infrastructure
- Traffic control (or lack thereof)
- Public safety
- Jobs
- Influx of illegal aliens
- Caring for and educating the homeless population
- To survive the current economic problems
- Road conditions
- Desire to Expand
- Youth facilities
- No industry light or otherwise - not counting meth labs, of course
- Public safety
- Good schools/ choice of schools.
- Lack of land for growth
- Traffic issues
- Infrastructure
- Over crowding
- Forget another route through Keizer. We have the parkway
- Transportation routes throughout the city
- managing growth
- Excessive population growth
- Educating Youth
- Teen idleness leading to crime
- Crime
- Keeping businesses open and inviting
- Combat property crime and gang activity
- Population growth
- Increased need for public safety \$
- Land use planning
- Loosing the need of common sense thinking
- Land use/growth
- Keeping the infrastructure sound
- The SE area
- Maintaining the aging infrastructure
- Growth
- Illegal Immigrants
- Local Jobs
- Future housing
- A community and government that is less willing to pay/ask for more city services
- Graffiti
- Upgrading the roads and traffic patterns
- Graffiti
- River Road is a strip mall
- Meth/ gangs
- Dropping the library (none needed, use Salem)
- Traffic congestion between I-5 and River Road.
- large low-cost retail store needed
- Melding diverse cultures
- Decaying housing obvious along Chamawwa and East of River Road
- Controlling crime and drug use
- Drugs
- Traffic
- Public transportation
- need public swimming pool and recreation
- Law enforcement
- Lack of adequate public transportation
- Drugs
- Getting a good public library
- Youth
- Marketing local businesses & making all aware of opportunities
- Not enough for kids to do
- Developing an amiable relationship with city of Salem
- Developing and re-developing
- Randy Jackson being the traffic control analyzer
- No shopping
- Providing water and sewer service in a period of growth
- Industrial development (lack of)
- Pollution - air, noise, water & litter
- Crime
- Taking away private property rights



- Not wanting small business to succeed in Keizer
- Safety - Police protection/ action
- Having a clear vision of how the City should change and grow.
- Acknowledging that fluoridation must end soon
- How to Grow into a city parks and police etc.
- Economy
- Growing without burdening citizens & businesses
- Code enforcement and nuisances
- Schools
- For things like a library
- Few industrial structures to create high-paying jobs
- Lack of open space
- No library
- Too much traffic for River Rd.
- High schools and middle schools in poor condition
- Urban Growth Boundary
- needs lower prices to keep us shopping here
- gangs
- traffic
- Keeping the youth busy and out of trouble
- Drug abuse
- Crime (Meth etc.)
- Need more sidewalks
- Public safety, especially with regard to gangs, drugs, & drug-related crime
- Economy
- Mismanaged growth and no long term planning
- Providing for the public good (like parks, library) without great public support
- Traffic in certain places at certain times
- Lack of Growth
- Ability to maintain small city status
- Teen's with NO respect for adults
- Deteriorating roads
- Traffic
- Crime, meth addiction
- Keeping out big government
- The lack of foresight by the city planners.
- Schools
- Economy
- Job loss
- Jobs
- Safety
- Cleanliness
- Too much influence and control in the hands of too few
- Less spending
- Keizer BOD, Mayor and City Manager do not work well with other agencies, including your own police dept.
- Thriving downtown
- Cooperating with Salem as equal
- Transportation
- Living within the means available
- river rd evolving with economic changes
- Stubbornness
- jobs
- Variety of services; lack of places like Great Harvest Bakery, Trader Joe's and Winco.
- Getting the word out to citizens
- Paying more attention to Southeast Keizer neighborhoods and buildings
- A full-sized library
- Transforming any part of Keizer period into a downtown core
- local family wage jobs
- Keeping crime under control - Specifically gangs and graffiti. This affects all aspects of quality of life here - schools, neighborhoods, parks, etc.
- Economic growth besides retail-need industry with a decent living wage
- Traffic circulation and safety
- Parks that exist in name only
- Shared vision to support the leadership
- Build infrastructure prior to more development
- The Keizer Fire District
- Visioning what Keizer should be
- Room to grow
- Crime/drugs
- Change focus to quality of living instead of business or we won't have anyone here to support the business'
- Crime, traffic congestion, noise pollution
- Lack of Money resources
- Traffic
- Filling the empty buildings on River Road
- Retaining commerce
- Gangs
- Transportation
- Staying accessible
- Sports centers
- Clean environment
- Affordable Housing
- Growth
- Schools
- Working with the economy
- Causing big city traffic
- Traffic congestion
- Crime
- Restraining the council's appetite to solve every problem
- Keizer Station building stalled from economy.
- School maintenance



- Providing adequate room for expansion (housing)
- Realizing we are not Lake Oswego
- Keeping Wal-Mart out
- Crime
- High water bills
- Wasting of money on statues and fancy water features
- Land development
- Only one north-south arterial road
- Taxes
- Maintaining infrastructure.
- MAKING IT TO HARD TO DO BUSINESS W/ THE CITY
- Lower taxes
- Lack of employment opportunities
- Joining the 21st century with respect to technology and globalization (no that does not mean getting a facebook account, though that would be a start)
- Identity
- Keeping Salem and The State out of our business
- Planned developments
- Keeping our rural neighborhoods and using vertical development
- Taxes
- Helping small business survive
- Several schools with no sidewalks to/from neighborhoods
- Congested streets
- Keeping Small identity
- Lower city government cost
- Infrastructure-water supply,stormwater,roads,flooding
- Too many houses being built
- Right of way for community improvement
- Work to separate our city from the identity of Salem (we are our own city)
- Lack of community gatherings (monthly local artist fair, Saturday Market etc...)
- Maintaining River Rd as a core retail/ commercial district.
- Growth
- Designating where the downtown is.
- Traffic
- Making this a livable city for upper middle class
- Poor planning and focus of the city officials
- Updating and improving the appearance of River Road.
- Public unity
- Identifying a "downtown" and true identity
- Continued development/completion of Keizer Station area
- Industrial growth
- Lack of on street parking
- Public education
- Social services to those most in need.
- Sidewalks
- Lack of clear vision
- Lack of larger affordable housing for larger families
- KEEPING CRIME DOWN
- Poor job market
- Keep Keizer safe, secure and clean
- A way to fund our library
- Jobs
- Lack of communications from the government running the city
- Proper growth strategy
- Development of parks and recreation for our youth
- The City Growth
- Traffic congestion.
- Having sufficient street lights to walk and bike after dark.
- Identity crisis: are we a city that wants to draw in outsiders, or maintain a manageable size?
- Taxes
- Traffic control
- Stupid Leaders
- Bringing in a discount grocery store like WinCo or WalMart
- We need to be more advanced with the new buildings and making them environmentally friendly.
- Green spaces
- Community involvement
- Lack of adequate school - esp high school
- Services for everyone of all ages.
- Need more improvements to River Road.
- Having the fortitude to plan in an intelligent, comprehensive and inclusive manner within an environment where outside resources will continue to be limited
- Lack of youth programs
- Land use
- Gangs
- Keeping large box stores out of Keizer
- Crime prevention
- To be responsive to the desires of it's citizens
- Getting consistent speed limits.
- Jobs
- Deserted boxes in Keizer Station
- Growth
- Lack of true revenue building attractions.
- No Winco or Trader Joes
- Continuing public safety
- Traffic flow
- To have someone who really cares about KEIZER, not their history.
- Staying affordable for its residents
- Property values



- Balancing growth and quality of life
- Staying small with the pride in tight knit community caring
- Bridge to the west.
- Prioritizing single lot residencies
- Economy
- Transportation options
- Lack of support for creative locally-funded projects
- Hearing and responding to the people
- Building a the city infrastructure based on quality of life
- Vandalism
- Balancing Public Safety needs with other General Fund needs.
- Morphing into a larger community
- Attracting council members who have a greater scope of the problems in Keizer. In their quest for civic and community endeavors, they have left out the element of controlling crime
- Public Safety
- Employment opportunities
- Lack of another north/south route.
- Youth
- Local governmental transparency
- Roads in poor condition
- Not enough RESTAURANTS - no more fast food!!!!
- Encouraging greater use of public transit
- Determining the city's image (creating a downtown core or not)
- Lack of any real identity other than as a bedroom community for Salem
- Alternate routes thru/around the city
- Keeping retail space full
- Uneven services provided
- Parks
- Retail development
- Insufficient job opportunities
- Jobs
- Safety
- Competitive in pricing - local vs. Wal-Mart or Win-Co
- Need another high school
- Deciding how big the city REALLY wants to be
- Keeping our small town feel
- Leaving undeveloped land undeveloped
- No restaurants
- Lack of youth entertainment
- Too much time wasted on trying to be bigger — Bigger is not Better
- Traffic
- Managing change and growth
- Very few Entertainment Options
- Spending/Budget
- Crime & Traffic
- Community pride of ownership
- Traffic
- Too few people use Keizer station
- Lack of ways to walk/bike
- Water quality/poor stormwater planning
- No library.
- No library - no cooperation with Salem public library
- Placement of the new bridge
- Overcrowding in schools
- Transportation
- Property crimes
- Its inability to accept change
- Need to clean up current parks
- Continuing to develop as a well-balanced community instead of a peripheral bedroom area of Salem
- Transportation
- River road vacancy rate in commercial space
- making do with existing budgets
- Crowded Schools
- Balancing the city budget
- repaint road lines in some area's
- More local jobs
- Developers
- feeding hungry families
- trying to keep up with Salem
- River road is slowly becoming a little Lancaster.
- Police/fire
- Jobs
- Mass transportation
- Making prudent financial decisions
- Lack of city core and walking shopping with quaint shops
- Unknown
- Poor land use planning
- Misusing urban renewal to "beautify" city instead of ending urban renewal and money returning to schools and fire department.
- utilizing resources (I-5)
- New Development
- Continuing Keizer on the basis it was started
- Lack of Social Services
- Lack of business core
- Sidewalks and sufficient lighting on more streets.



Q5: What are Keizer's three greatest challenges in 20 years?

- | | | | |
|--|---|--|---|
| <ul style="list-style-type: none"> Public Safety keeping pace with growth Getting the community involved Family structure and youth gangs Having a community feel in a larger town River Road traffic Encroachment from Portland-Woodburn moving south Growing in a responsible manner preserving needed farmland Urban growth vs. green space Further development of cultural amenities Keeping the community spirit Over development Traffic routing and congestion Traffic Room to grow Crime Too many people Congestion/Traffic Traffic / no room to grow Land Use and Growth Self sufficiency Excessive growth Traffic Keeping Citizen involvement | <ul style="list-style-type: none"> Controlling growth Low crime rate Crime Growth Keeping traffic flowing I don't know Growth probably growth Traffic Traffic Additional growth room Livability Who knows? Maintaining City road system and other infrastructure Keeping drugs out Keeping a small town feel Traffic Building Hopefully not the Mayor Traffic Low tax rate Paying for growing social programs. TRAFFIC Finding tenants for the big boxes in Keizer Station Additional land for expansion | <ul style="list-style-type: none"> Learning Chinese Future economic development Providing services with in budget Growth Getting around town Maintaining quality of life without stealing farm land from around us. Traffic congestion High taxes to pay for Keizer station and it's inherent problems Taxes Ask me then, can't tell the future Maintaining a balance between urban growth and Agriculture Roads (repairs as well as congestion) Same as above Developing a secondary North South route in addition to River Road Increase young families to move and buy homes in Keizer Growth Streets & Roads Maintaining community identity without expanding UBG Growing, without growing too much. Seems to be biggest complaint I hear. Finding a way to incorporate sales tax to attract businesses to our | <ul style="list-style-type: none"> area and to grow KPD and KFD and infrastructure Urban/suburban sprawl Aging population Land Use Supporting an identity. Traffic Maintaining the level of livability Traffic Public unity Finding a stable source of revenue with little industry in the city Balancing continued growth while maintaining moderate (not over-developed) land use policies even for residential areas. Maintaining the small town feel that we incorporated for There will be nowhere to drive because it will only be a bicycle town Traffic Balancing the positives and negatives of growth. Traffic Keep it clean KEEPING A BALANCE IN ETHNICITY, SO IT DOESN'T FEEL LIKE LITTLE MEXICO, OR TOO WHITE FOR EVERYONE TO FEEL WELCOME Cost of infrastructure |
|--|---|--|---|



- Maintaining a good quality of life for everyone here
- Public Safety
- Public safety
- Keeping the quality of life as it grows
- Who knows
- Controlled Development of Keizer with housing and not an oversupply of multi-family dwellings
- Having a City Council Listen To Its Citizens
- Getting funding for the arts and music
- Housing for Portland commuters (we will become a bedroom community)
- Traffic Congestion - we need 4 lanes on Lockhaven
- Traffic
- Traffic control
- Stupid leaders
- NO URBAN SPRAWL. BAD FOR THE PEOPLE, FARMERS, ENVIRONMENT
- Sporadic ill planned development
- Maintaining quality of life balanced with growth
- Same as above
- Need another main north/south route.
- More of the same above
- Making environmentally wise decisions
- Growth with innovation and dignity
- Possibly the same as today
- Quality of neighborhoods
- Local jobs
- Livability
- Traffic Congestions
- Urban growth
- Low taxes
- Health and safety (water, air, etc.)
- Urban growth/redevelopment.
- Energy efficiency
- Public safety
- Higher crime rates
- Get the streets fixed
- Staying affordable for its residents
- Traffic
- Urban spread
- Overcrowding
- River Road
- Overcrowding
- Curtailing growth and strength of government
- Schools
- Developing alternative transportation modes
- The 3 listed above
- Quality of life services
- Integrating different lifestyles (luxury homes/apartments)
- Maintaining the continued aging infrastructure
- Maintaining to community to citizen relationship
- Depends on what they do today.
- Public Safety
- Growth boundaries
- A community and government that is less willing to pay/ask for more city services
- Law enforcement
- Financing
- Traffic patterns
- Overcoming meth problems
- Funding education
- No way to know.
- Keeping it clean
- Maintaining the existing quality of schools, homes, businesses, fire and police services
- Management of Growth
- Keeping the small town feeling
- Growth
- Preservation of clean air
- Congestion
- Traffic gridlock
- Illegal immigration
- Traffic
- I already gave my opinion about the future
- Accommodating the growth potential Keizer has
- Staying small
- Transportation - street system to handle growing traffic
- Handling growth
- Beautifying River Rd
- Ask me in 20yrs
- Urban sprawl
- Traffic
- Keeping it small
- Have no idea
- Tax base/being able to maintain its infrastructure
- Containing growth
- Urban Growth Boundary
- Traffic
- Crime & Traffic
- Decaying and degrading infrastructure
- Getting enough city revenue to complete projects
- Lack of coordinated vision
- Traffic congestion
- Becoming too urban.
- Overpopulation
- Land... (UGB)
- Illegal immigrants
- Population
- Gang activity
- Crime/safety
- Keep the parks free of blackberries.



- Pretty much the same, I suspect & expect
- Becoming a burb of Portland and not Salem
- Managing crime
- Too large of a population
- Urban Growth/Sprawl
- Not sure
- I'm really not sure what they would be
- As City grows, there will be more public safety challenges
- Tax increases
- Traffic congestion
- Keeping it small
- Growth
- I can't tell the future, can you?
- Traffic along river road
- over populated
- Growth/City boundaries
- Improved land values
- Space
- Land use planning
- Less government
- Meshing with the farm land peacefully
- Growth
- Land for development
- River rd evolving with economic changes
- Expanding faster than demand
- Too many people
- Economy, of course.
- Growth
- Overrun schools
- Creating a recognizable downtown core
- Redeveloping older areas of town without making housing too expensive
- Building new homes
- Traffic
- Managing traffic congestion
- Transportation safety
- Space for additional housing
- Keeping the community identity
- Managing traffic and infrastructure
- The Keizer Fire District
- Funding
- Focusing on growth that compliments residents
- Traffic congestion
- Not enough open space
- Crime
- Urban Growth
- Traffic Congestion
- Quality of housing
- Keeping the Keizer Fire District Volunteers
- Crime
- Leveraging resources for citizens demands
- Youth
- Clean environment
- Traffic
- Rapid transit
- Keeping people safe
- Growth
- Water
- Growth
- Keeping taxes affordable
- Urban Growth Boundary
- Attracting business other than service or retail
- Being an independent entity from Sal-Brooks-Burn
- Growth
- Taxes
- Whatever money is being wasted on
- Land development
- Need for recreational facilities
- Room for new development.
- DEVELOPMENT
- Converting to a multi-modal transportation system
- Employment opportunities
- Working faster in the newly built factory where the citizens of what will now be called new shanghai also live
- Stronger ties to the surrounding communities
- Growth
- Employment
- Crime
- Accepting that public transit is necessary
- Population growth
- Not letting the economy of the rich dictate our operations
- Growth
- Inadequate services for a community of our size
- Keeping taxes low
- Low the cost of City government
- Infrastructure
- Maintaining property value
- Growth will be strong over the next 20 years so we will need to plan now for expansion into new land territory
- Maintaining River Rd as a core retail/commercial district
- Crime Prevention
- Constructing the alternate route to River Road.
- Land use
- Providing real employment opportunities
- Space
- Economy
- Expanding the UGB to the liking of most citizens
- Maintaining same level of public safety for growing community



- Everyone will be gone because it will outgrow Salem
- Citizen involvement
- Limited city revenues
- High Schools
- TRAFFIC
- Well paying jobs
- Public safety
- Maintaining responsible growth
- Space for housing
- Keeping enough iris fields around since we're the Iris Capital
- Traffic control
- Having a City Council Listen To Its Citizens
- Keeping the Iris fields outside the Urban Growth boundary
- Public transportation to Portland
- Taxes
- Continued affordable housing
- Traffic control
- Traffic
- Keeping street and yard runoff clean before it hits the streams.
- Green spaces
- Sustained economic development
- Need a lot more sidewalks put in.
- making fiscally responsible decisions
- small town mentality (refusal to grow)
- Trying to stay small
- Crime prevention
- Low taxes
- Expanding
- Population density
- River Road strip malls
- Infrastructure and aging communities
- Lack of revenue building attractions
- Upgrading commercial property on River Rd
- Frugal city management
- Over crowding
- Not to listen to who want more parks. They are crime scenes.
- Growth boundaries and housing
- Crime
- Maintaining quality infrastructure
- Losing its identity by trying to be like "big cities"
- Crime
- Not enough roads to handle the population
- Combat property crime and gang activity
- Transportation
- Land use planning
- Land use that reflects diversity of growth
- Education (always)
- Planning for UGB expansion
- Maintaining a viable green culture
- Keeping costs low
- Failed policies from 20 years past
- Traffic congestion. ie: lack of alternative north/south transportation routes
- Youth
- Growth
- Cleaning up the south-east side
- Providing jobs for citizens
- Not letting it grow too much
- Maintaining the image from #3 above
- Controlling crime and drug use
- Crimes
- Parks & recreation
- Public transportation
- No land to develop
- Drugs
- I already gave my opinion about the future
- Smooth transportation arteries - accommodating the population growth
- Too many housing tracks
- Land use issues
- Supporting the overburdened waste system
- Unchecked growth
- Crime
- Having enough green spaces
- Growth
- Economy
- Growth that is self sustaining
- Code enforcement and nuisances
- Public safety
- Lack of open space
- Adequate law enforcement
- Creating a thorough park and ride transportation system.
- Water pollution
- Gangs
- School enrollment numbers
- Drug abuse
- Planning for natural disasters
- Reduce traffic
- Decaying infrastructure
- Still no north Salem-Keizer bridge over the Willamette
- Traffic Congestion
- More through routes for traffic
- Traffic
- Urban growth
- Trying to be like Salem
- Schools
- Need more jobs
- City/Community leadership
- Safety
- Land Use



- Escalating demands for too many amenities and extras resulting in rising taxes
- Less spending
- Multiple high schools/community division/cohesiveness
- Transportation
- Continuing Keizer on the basis it was started
- Maintaining low tax base
- Lack of cooperation
- Too many jobs
- Enough schools?
- Traffic
- Keeping Keizer business alive
- Urban growth boundary and urban sprawl outwards rather than upwards
- Protecting our waterways and aquifers for clean water and healthy habitat
- Gangs & graffiti
- All of the three challenges we face today
- Maintaining economic health
- Noise control and abatement
- Keeping the same standard of living
- Adequate budget for increased services
- Salem Sewer
- Maintaining Infrastructure
- Noise pollution
- Lack of money
- Public Support
- Upkeep of Keizer parks and infrastructure
- Retaining commerce
- LEADERSHIP
- Transportation
- Staying accessible
- Education
- Improved and more diversified transportation
- Urban Growth boundary
- Environment
- Keeping good schools and affordable housing
- Growth
- To maintain a sense of community
- Crime
- Adequate funding for ALL emergency services
- Providing adequate housing (space)
- Not being a big freeway truck stop
- Crime
- High water and sewer bills
- Lack of ability to grow in land size for the city
- Growth of population
- Keeping volunteers involved
- Public safety issues.
- Creating a community center among the strip development on River Rd
- Finding the next meal
- Educational opportunities
- City budget
- Growing up, not out.
- Subdivision sprawl
- Keeping people employed and businesses of Keizer open.
- Size of government
- Building lots
- Healthy retail sector
- Bring new business to Keizer
- Retaining natural resources / green space
- Maintenance
- Maintaining the vision to plan for future generations
- Integrated infrastructure and traffic mitigation
- Growth
- Supporting the downtown wherever it is to be.
- Cleaning up the Plymouth area
- Livability
- Economy
- Continued support of sewer/water/storm water improvements
- Community will be blindsided by the mayor....come on we need term limits
- Environment
- Not fearing change.
- KEEPING KEIZER FROM BEING JUST A TRANSIENT TYPE OF PLACE TO LIVE. MAKE IT A PLACE TO COME TO RAISE YOUR KIDS, CREATE FAMILY ROOTS
- Taxation
- Keeping our farm lands
- Jobs
- Law and order, education
- Planned growth near residential areas
- Having a City Council Listen To Its Citizens
- Keeping neighborhood pools functioning
- Overabundance of strip malls
- Traffic Congestion - we need 4 lanes on Lockhaven
- Are you getting what I'm trying to say?
- Congestion
- Keeping our open spaces for our children and not building on them.
- Infrastructure
- Drugs
- Need to keep commercial buildings occupied.
- Being patient enough to allow good community planning to occur incrementally
- Cleanliness



- Keeping large box stores out of Keizer
- Funding school activities
- Doesn't become a strip
- Affordable housing
- Deserted boxes in Keizer Station
- Growth
- Not enough green space
- Traffic
- Infrastructure
- Traffic flow
- Help our school look better.
- Maintaining a school system that keeps up with its population growth
- High tax burden
- Educating our future
- Crime
- Freeway access and a bridge to head west without having to go through downtown Salem.
- Prioritizing single lot residencies
- Keeping taxes low
- Creating more local jobs
- Financial diversity to support city infrastructure
- Visionary leadership
- Keeping the low tax rate
- Stability
- Growth
- Not investing in schools 20 years previously
- Lack of a downtown business district, zoning issues; River Road will look much like Lancaster in 20 years
- Schools
- Crime
- Relieving traffic congestion
- Keeping green spaces
- Keeping it a close nit community
- Alternate routes thru/around the city
- Education
- Probably still no public library
- Jobs
- I already gave my opinion about the future
- Keeping small town atmosphere within the growth potential - that feeling
- Maintaining regional services & cooperation
- How to route traffic from north to south without taking out residents' housing
- Pollution
- Traffic congestion
- River Road Congestion
- Spending/Budget
- Control costs and spending
- Community pride of ownership
- loss of agricultural land
- lack of ways to walk/bike
- Family wage jobs
- Population growth.
- overcrowding in schools
- Property crimes
- Dealing with a community of old farts
- bedroom community to portland
- Salem still trying to tell us how to govern
- Infrastructure
- More single family homes
- Poorly thought out buildings/shops by developers
- keeping schools top rated
- gangs and theft
- police/fire
- more schools
- Finances
- Taxes
- Unknown
- Economic viability and ability to sustain itself
- Efficient government
- Livability
- Maintaining livable housing
- Employment needs (JOBS)
- Not enough land



Q6: What are three key issues facing Keizer over the next 20 years?

- | | | | |
|---|---|--|--|
| <ul style="list-style-type: none"> ▪ Growth ▪ Keeping Keizer businesses in Keizer and stable and getting new business to come to create local jobs ▪ Progress ▪ UGB ▪ Growth - where, why, how ▪ Land availability for housing and economic growth ▪ Thoughtful/sustainable growth ▪ Effectively managing urban growth ▪ Urban growth ▪ Safety ▪ Growth ▪ Economy is stagnant ▪ Flooding, crime, gangs ▪ Salem Sewer ▪ Growth ▪ Maintaining small town status ▪ Maintaining adequate emergency service funding ▪ No area available to widen roads-prior poor planning ▪ Planning for quality of living ▪ Crime ▪ Flooding caused by expansion development ▪ Crime | <ul style="list-style-type: none"> ▪ Urban Growth / We need room to continue to grow ▪ Quality of Life issues ▪ Growth ▪ Urban growth boundary ▪ Urban renewal ▪ Growth ▪ Growth, urban renewal ▪ Land Use ▪ Volunteerism ▪ Crime ▪ Crime seems to be creeping further North every year ▪ Environment ▪ Growth ▪ Drugs ▪ Again, accommodating too many wants and wishes ▪ Not letting individual groups run amuck ▪ Growth-UGB ▪ Increased travel on River Road ▪ Traffic ▪ Traffic problems ▪ Street repainting ▪ Not enough school space to accommodate community growth ▪ Room to expand (housing specifically) | <ul style="list-style-type: none"> ▪ Maintaining proper levels of public service (fire & police) ▪ Crime / Drugs ▪ Traffic Management ▪ Growth ▪ Growth ▪ Traffic ▪ Growth ▪ Growth ▪ Infrastructure growth-roads-sidewalks-safety ▪ Growth ▪ DEVELOPMENT OF THE UNBAN GROWTH BOUNDRY ▪ Identifying how to address energy shortages and high prices ▪ Traffic movement ▪ Educational opportunities ▪ Growth ▪ Growth ▪ Transportation ▪ Growth ▪ Affordable housing ▪ Keeping development under strict control ▪ Fiscal spending ▪ Develop a second North South Arterial ▪ Growth | <ul style="list-style-type: none"> ▪ Providing appropriate services for a community ▪ Growth - Don't need to but will ▪ Spending and debt ▪ Greedy city council member who want to grow the UGB ▪ Growth / Boundary Issues ▪ Maintaining the small town feeling ▪ How to reduce crime ▪ Keeping local businesses open in order to maintain community pride and small town feel ▪ Race relations between the ethnic groups in our community ▪ We need to work for all of our citizens, not just those at the top ▪ Growth ▪ continued aging population ▪ Public Safety ▪ There is no identity and no downtown; no there there. ▪ How is this different from challenges? ▪ Creating a livable city ▪ Traffic/Congestion ▪ Building business ▪ Growth ▪ Stable Funding ▪ Managing growth ▪ Growth |
|---|---|--|--|



- Traffic
- Do we keep packing people in, or say enough is enough.
- Police services
- Need a new mayor
- Growth
- Environment
- Having a long-range plan and Vision, both at 10 and 20 years
- Traffic
- Growth
- Growth
- Vital businesses
- High School
- CREATING A GREATER SINCE OF COMMUNITY
- Traffic infrastructure
- Fiscal responsibility
- Above all not changing the urban growth boundary
- Encouraging all citizen involvement in Government
- Maintaining city services (police, streets, water)
- Growth
- Commercial and urban growth
- Controlled growth
- Affordable property taxes
- The city council
- Controlling growth.
- Managing growth
- Transportation
- Traffic Congestion - we need 4 lanes on Lockhaven
- The urban growth boundary
- Growth
- Schools
- Deincorporating this hellhole
- Crime
- NO URBAN SPRAW
- Sustainable growth
- Lack of money for high school - overcrowded
- Land and housing.
- Keep crime low.
- Growth
- Balancing the budget without gutting City services
- Traffic control and efficiency
- Land use?
- Growth
- Quality of life
- Crime prevention, reduction
- Community check on the growth vision.
- Schools
- Solving Traffic Issues
- Traffic congestion
- Urban growth
- How to save "area C" from Wal-Mart
- Infrastructure and aging communities
- Land use Development/Urban growth boundary
- Maintaining services
- Planned development
- How to manage growth
- Crime
- Crime
- Education
- Getting light rail to Portland
- Traffic
- Education
- Over population for the infrastructure, as in schools, roads, etc
- Maintenance of housing stock
- Traffic congestion
- Public safety
- Keeping property taxes low
- Handling growth (which is a good thing)
- Land use
- Not losing who we are and where we started from
- Financial support of city infrastructure
- Poverty
- Eco concerns
- Crime
- Managing growth
- Schools/social services
- Transportation
- Youth
- Gangs
- Recreation facilities being built
- How to grow - responsibly (zoning, attracting commerce, building infrastructure)
- Drugs
- Recycling
- Rapid expansion
- Maintaining traffic control
- Urban growth
- Management of Growth
- Growth and the infrastructure to support it
- Library
- Traffic
- Growth and congestion
- Flooding/Disaster control
- Retain/provide green spaces for families to use
- Illegal immigration
- Fiscal responsibility
- I already gave my opinion about the future
- Staying true to local businesses and growth
- Quality of schools
- Transportation
- Growth



- Keeping the growth boundaries as is
- Funding
- Providing needed services and how to fund them
- Traffic
- Urban sprawl
- Traffic
- Politicians
- Land use
- Land Use
- Same as just previously listed
- Creating an attractive and viable River Road corridor
- Getting Entertainment Dining options into Town
- Traffic
- Traffic
- Replacement of degraded infrastructure
- Growth
- Illegal immigrants
- Our high school -too big
- Loss of agricultural land
- Open space
- Improving infrastructure to handle growth
- People and vehicle growth.
- More/better public parks and green spaces
- Taxes
- Branding and deciding on a vision
- Too many apts. causing too much traffic
- Overcrowding
- Schools
- Keeping our infrastructure going in the right direction
- Urban growth
- Affordable Health Care
- Doesn't need a library...the internet has taken its place.
- Terrorism
- RESPONSIBLE development insofar as environmental issues, especially with regard to all aspects of land use; parks, housing, & business construction; and reuse & recycling.
- Growth
- Crime big city gang crime vs small town police force
- How to sensibly limit growth
- Identity
- City Growth
- Will not have enough law enforcement with the cuts
- Room to grow
- Keeping in touch with the citizens wants and desires
- Getting our schools to be the best in the state
- Keeping taxes down
- Growth
- People moving out of Keizer because it's turning into the city of Salem
- Traffic control
- Over crowding schools
- Parks
- Growth/City boundaries
- Improved land and property values
- Space
- What is the difference between a 'challenge' and an 'issue'?
- Infrastructure to support commercial and residential growth.
- GROWTH
- Maintaining government focus while accommodating growth
- Growth
- Variety of housing with none looking like 'poor house'
- Park development
- Over building Commercial Business sites
- City councils that will listen to the people
- Livability, Having necessary services like library and affordable groceries.
- Public Safety
- Growth... whether to grow or not
- The economy
- City funding
- What services to offer and how to pay for them/ measure 5 versus reality
- Being tied to Salem and not having its own sense of identity
- Schools
- River Road business district vitality
- Schools
- Traffic Congestion
- Retail development
- Funding is flat
- Managing development and population growth
- Transit District
- Traffic
- Keeping kids from gangs
- Transportation routing away from River road bottleneck
- No good commercial/industrial land avail(tax opportunities)
- Add roads and fix signage so there are multiple ways to go and people know about them
- Traffic
- Overloading streets with traffic
- Poverty
- Public services to keep up with growth
- Traffic Congestion and circulation
- Schools
- Traffic Congestion
- Library



- Traffic
- Gangs
- Livability
- Finance
- Environment
- Local Livable Wage Jobs
- Rapid transit
- Safety
- Traffic
- Losing sight of the gentle community
- Keeping the community focused on the right things
- Crime
- Over crowding in schools
- Jobs
- Safe and welcoming communities
- Sidewalks
- Ability to attract other than service and retail business
- keeping drugs out
- Keeping it a nice place to live
- Growth/budget
- Maintenance of streets
- Improvement of neighborhood streets
- Land development
- Affordable tax base
- Schools
- Jobs
- Safety
- INFILL
- Improving quality of life while providing for infill
- Infrastructure
- Roads and infrastructures
- Creating jobs
- Identity
- Crime
- Lack of library
- Traffic control/public transportation
- Creating development that is harmful to the existing structures and people.
- Being able to afford to live here
- Public services/need for library
- Repairing roads, building sidewalks
- Crime
- Stable funding for park maint.
- Lowering the cost of city government
- Infrastructure (as defined on previous pages)
- Gangs & Vandals
- How to get improved river access
- Building more property and keeping housing costs down
- Funding for transportation all week long
- We need to have options for entertainment for all ages, not just seniors and high school students.
- Integrous infrastructure
- Crime Prevention
- River Road congestion; need an approximately parallel alternate route.
- Creating a true downtown
- Space
- Retaining longtime residents and luring Keizer's children to return to the community after they have completed college.
- Congestion
- Managed Growth
- Increased crime potential
- Efficient management of city funds
- Limiting terms of office
- City boundaries
- Need new city council
- Available Services
- Population growth
- Encouraging alternative modes of transportation
- Government money
- City planning
- Infill
- Growth without ruining small town feel
- DEALING WITH TRAFFIC ON RIVER ROAD
- Taxation
- Intelligent growth
- Strict land use laws
- Responsible management of the Urban growth boundary
- Lack of space to grow (we will grow up or out)
- Affordability
- Road improvements
- Traffic flow
- Development of Central area of Keizer
- Its growth
- Public safety.
- Racism (there's a disturbing amount of anti-Hispanic sentiment here!)
- Taxes
- Traffic Congestion - make more room for cars - NOT alternative transportation
- A LIBRARY
- Road Maintenance
- Try to rein in city hall and all the buffoons wasting our money
- Traffic
- Figure out how to get a bigger farmers market into town. Would cut down on fuel costs and bring money into our city, county and state economy.
- User friendly city
- Influx of drugs and related crime
- Services



- Keep as many single-family homes as possible.
- Population
- Finding innovative resources to complete good community planning
- Crime
- Education
- Stability
- Well supported civic projects
- Homeless population
- To survive the current economic problems
- Taxes
- Resisting urge to expand boundaries
- Population growth
- Lack of adequate and cheap public transportation
- Public Safety
- Tourist Attractions/ Revenue building attractions
- South end of the city
- Tax base
- How to control traffic
- Over crowding
- Streets
- Public services
- Continuing good volunteerism
- Growth
- Safety
- Moving from a nice community to a bedroom community for Portland or even Wilsonville
- Traffic congestion
- Overcrowded schools
- Traffic control, congestion
- Fighting property crimes and gang activity
- Providing job and recreation opportunities for young people
- Transportation
- Keeping it real and honest
- Land use/growth
- Hunger
- Move to increased maintenance levels as community ages
- Illegal Immigrants
- Urban Growth Boundary
- Keeping the best and brightest youth
- Growth
- Law enforcement
- Overcrowding schools
- How to involve the Keizer community
- Gangs
- Commuting on River Road and to Portland metro area
- Not building it up too much
- Traffic congestion and transportation services
- How to combat the increasing lack of community.
- Crime and public safety
- Budget
- Commercial development
- Crime
- Prevent low income pockets with increased crime rates
- Drugs
- Infrastructure
- I already gave my opinion about the future
- Small businesses and local businesses surviving the economic struggle
- Bringing white collar jobs into Keizer and the area
- Land use
- Jobs
- Keeping the mayor's office and city council as volunteer positions
- Cooperation
- Managing growth so we can sustain quality living.
- Urban growth boundary
- Pollution
- Crime
- Trying to compete with Salem, Lake Oswego
- Keeping city expenses lower
- Government
- Managing growth and traffic
- Keizer Station Development
- Growth
- Growth
- Enforcement of Public nuisances
- Congestion
- Low economy
- Gangs/drugs
- Creating job opportunities
- Lack of alternative transportation opportunities
- Will likely need another high school
- Balancing ideas of growth among residents.
- Energy conservation
- Traffic
- Developing strategic partnerships between civic, government, and business
- Higher prices at groc. stores, gas, etc
- Lack of small business competitors
- Population
- Traffic flow and congestion
- Property crimes
- Crime
- Need to keep our cost of living down.
- RESPONSIBLE & RESPONSIVE development insofar as education, public safety, parks & recreation, & traffic/traffic patterns
- Traffic
- Overcrowding in schools



- How to preserve farmland
- Growth
- Affordable Housing
- Traffic
- More access to I-5
- Developers concerned with their needs not ours
- Traffic congestion
- Keeping Keizer safe to live in
- The city council driving away business because it has become too expensive and restrictive to operate it the city.
- Police/fire protection
- High cost of living
- Alternative transportation
- Safety
- Land Use
- Additional schools to support population growth.
- Recognizing resources, allowing growth & innovation
- Development
- Transportation - north-south travel
- Balancing low tax base and services provided
- Higher Taxes
- Lack of North/South traffic routes
- Safety
- Traffic
- Community involvement and awareness
- Affordability
- Education
- Environment - clean water, land use, open spaces, local energy generation (wind/solar)
- Poor traffic/infrastructure that's limited
- Maintaining current budget guidelines
- Managing traffic congestion
- Traffic safety/ congestion control
- Politics
- Funding for civic improvements
- Costs are increasing
- Providing adequate education and youth activities
- Keizer Fire District
- Funding
- Becoming just another fastfood city impossible to differentiate from any other fastfood city in America.
- Develop core area by Chemawa road
- Noise
- Funding for services for growth
- Crime
- Parks/open space
- Environment
- Housing
- Transportation
- Decrease in volunteers
- Financing
- Controlling growth
- Employment
- Lack of growth opportunity (less available land)
- Make core area of Keizer more people friendly
- Schools
- Keeping the younger generation in Keizer
- Fast greedy people moving too fast and speedy
- Employment opportunities
- Crime
- Housing
- Safe and welcoming retail places
- School repair
- Ability to maintain city infrastructure
- Where to put new bridge over the Willamette River
- Crime
- People working together
- The aging population
- Taxes
- Reigning in Keizer PD
- Business development
- Cost
- Infrastructure.
- KEEPING KEIZER'S SMALL TOWN IDENTITY
- What to do about River Rd – the problem with Keizer is there is no there there.
- Restraint in developing social programs
- Financial
- Budget
- Employment
- Lack of a downtown
- Shopping/entertainment
- Ultra conservatism that hurts people
- Leadership
- Ability to maintain streets/infrastructure independently
- Finding places for people to live
- Traffic
- Protecting water supply
- Keeping Keizer small and safe
- Maintaining Identity
- Jobs
- How to improve roads and bike/foot paths
- Funding to keep our school system at a peak performance level
- We need to entice people to want to come to Keizer
- Traffic mitigation
- Controlling Growth
- Creating "basic" industrial jobs.
- Creating jobs that attract higher income residents



- Crime
- Attracting consumer spending to our community from those who do not live in our community.
- Aging population
- Drugs, gangs, and continuing crime
- Increased environmental issues
- Public safety issues
- Sewer and water operations
- Needs to stop growing
- Public education
- Library and social services.
- Schools
- Traffic
- Housing
- CRIME
- Demographic balance
- Maintain "Us" identity
- Encouraging volunteers
- Planning now for then
- Law and order
- Maintaining residential areas for families
- Poor planning with the Keizer Station - Dishonest Developer
- Traffic congestion.
- Substitutability -- local jobs for local residents, local housing for local workers
- Security
- Better Roads
- Traffic!
- Expansion
- We now have a bloated Police and Fire dept.
- Maintaining the "small, hometown" feeling while continuing to grow.
- Get a down town built, so we can be a community.
- Green space
- Congestion of roads due to increased population and development
- Public Safety
- Need more sidewalks.
- Public safety
- Providing for those who will be impacted by the downturn in the economy
- Youth Programs
- Youth areas
- Community spirit
- Abatement of crime
- Provide jobs for increasing population
- To be responsive to the desires of it's citizens
- Traffic
- Resisting urge to provide too many services
- Keeping taxes low
- Maintaining excellent water supply
- Healthy and environmental issues
- Water/ Air safety and quality
- Jobs in the city
- Growing pains
- How to control City spending
- Traffic
- Keizer station, to many empty stores already.
- Transportation
- Aging population
- Crime
- Affordability
- Crime
- Water
- Population growth
- Keeping it legal for grocery stores to make their own decisions about plastic bags!
- Keeping our tax burden on families and businesses low
- Education
- Quality of life public services
- Traffic reduction
- Aging population
- Public safety
- Providing housing/employment opportunities
- Public safety
- Population growth
- Schools
- Maintaining services
- Definitely keeping crime to a minimum!
- Providing services in tighter economic times
- Traffic
- Experience people
- Lack of library
- Public Schools/Education.
- Determining which non-critical services are more critical than previously thought and then funding them
- City transportation
- Traffic
- I already gave my opinion about the future
- Growth and stability
- Gang and drug problems
- City population and growth
- Infrastructure
- Keeping enough of our undeveloped areas undeveloped
- Industrial development
- Entertainment for youth
- Finish Keizer Station, it looks bad half done
- Listening to its citizens
- Crime
- Over and needless spending
- Keeping its sense of community and volunteerism
- Light Rail extension?



- Budget
- Crime
- Neighborhood degradation
- Resources
- More theft
- Let us grow-we need a library, new school, parks
- Keeping the city safe
- Lack of vision
- Keeping Keizer a livable place to exist.
- School system
- Housing
- Leveraging all of Keizer's leadership towards a common goal/vision
- To many banks & fast food not enough regular restaurants
- Traffic on main roads spilling over into neighborhoods
- Crime
- Keeping the community involved and part of the program
- Illegal immigrants
- Infrastructure improvements
- WISE & BALANCED development insofar as business; "core" businesses to keep consumers "in-house" (like WINCO & Safeway & Roths, Home Depot & True Value, Bi-Mart & Fred Meyer & Costco, and other "everyone needs them"-type businesses) & "Smart long-term" business development (like putting WINCO at Keizer Station to encourage shoppers to use either Keizer Station or River Road businesses to complete their shopping lists, instead of "strip-mall shopping" from Keizer to So. Commercial or from Keizer to Lancaster & then south on said thoroughfare. I'd like to see WINCO at Keizer Station or where Albertsons is now. It would keep me "in-house" & I'd use other Keizer-area businesses more, instead of planning my shopping along one or another route to a WINCO, as I and lots of other people do, now.
- Quality of life
- Traffic congestion and one-road town congestion
- How to provide public services like a library and improved parks
- Services
- Jobs
- Not enough open space/ farming
- More through routes for traffic
- Growth of government
- Crime, meth addiction
- Too many cats and dogs loose and noise
- I think that's all.
- Schools
- Needing more job options
- Taxes
- Schooling
- Overuse of government rules/bureaucracy
- Transportation cost and maintenance
- Integrating Keizer Station into the city
- River rd evolving with economic changes
- Lack of Jobs
- Lack of money for parks and recreation
- Traffic flow.



Q7: What are the three most important attributes of your ideal Keizer?

- | | | | |
|---|---|---|--|
| ▪ Safety | ▪ Quality of Life (parks, greenspaces, things to do, etc) | ▪ Parks | ▪ Family involvement |
| ▪ Local businesses | ▪ Beautiful Parks with River Access | ▪ Sound use of land | ▪ Community pride |
| ▪ Friendly | ▪ Community events | ▪ Low taxes | ▪ Volunteerism - training future generations of volunteers |
| ▪ Compassionate with a family value core | ▪ Keeping the Volunteer attitude, neighbor helping neighbor | ▪ Consistent architectural code for defined districts | ▪ A local art/talent fair or Saturday Market or something along those lines. |
| ▪ Community - we are all in this together | ▪ Volunteerism | ▪ sustainability | ▪ Strong and vital neighborhoods |
| ▪ Top notch schools | ▪ Citizen Involvement | ▪ Lower density housing. | ▪ community awareness |
| ▪ Quality of housing that includes safety & services | ▪ Safety | ▪ A pleasant walkable city center | ▪ Strong commitment to public safety & crime prevention using volunteerism |
| ▪ Maintaining green spaces | ▪ Small town feeling | ▪ Safety | ▪ You know you're there when you're there. |
| ▪ Strong, freestanding local economy reflected in jobs and housing market | ▪ Honesty | ▪ Open mind | ▪ City leaders who listen to and care about citizens' opinions |
| ▪ Green space | ▪ City government that ACTUALLY listens to the citizens | ▪ Sense of community | ▪ A city hall that listens |
| ▪ Limit growth - we have only so much available space | ▪ Country setting | ▪ Safe community | ▪ Livability/Space/Clean City/Less traffic |
| ▪ High standards and expectations | ▪ Small Community | ▪ More culture entertainment places to enjoy | ▪ Safety |
| ▪ Livable neighborhoods | ▪ Schools | ▪ Quality education | ▪ More old city type malls/bandshells/picnics |
| ▪ Open and responsible government | ▪ Low cost of living | ▪ Community activism | ▪ Strong identity |
| ▪ Community Involvement | ▪ Great schools | ▪ Open parks/green spaces | ▪ Prudent city management |
| ▪ Small cozy area | ▪ Open space | ▪ Caring for others | ▪ Friendly |
| ▪ Doing more with less | ▪ Honest & ethical City | ▪ Fiscal reality | ▪ Small town - don't compete with big cities |
| ▪ Efficiently run government | ▪ Safe | ▪ Friendly atmosphere | ▪ Space |
| ▪ People walking, shopping and enjoying a core people friendly area | ▪ Great law enforcement | ▪ Maintain neighborhood feel and sense of community | ▪ Small town |
| ▪ Peaceful living | ▪ Community building | ▪ Good community feeling | ▪ Clean |
| ▪ Top Notch Education facilities | ▪ Adequate supply of single family homes | ▪ Small home town. It's ok to be small. | ▪ Citizen involvement |
| ▪ Professional | ▪ Small town feel | ▪ Livability | |
| | ▪ Good - Safe community to reside in | ▪ Small city | |
| | ▪ The people | ▪ Healthy, safe place to live | |



- Good park system. Adequate sidewalks and trails for biking and walking
- Great parks
- Safe
- Good schools
- A place to raise kids
- Safe
- Home town feel not a big city feel
- STRONG FAMILY, COMMUNITY
- Livability
- Safe, secure, clean
- Small town
- Parks and Recreation District
- Small town feel
- Keeping the small town country feel
- Continued volunteering
- Its citizens, the neighborhood feel
- Cleanliness
- Known for its music and art
- Good Schools
- Community
- Get rid of it and all the waste with it
- Give us a Downtown and a library near it!
- Humble
- Maintain what we have now from neighborhoods to commercial areas
- Family oriented
- Small community feel.
- Nice neighborhoods of single-family homes.
- Safety
- Inclusive: That Keizer is an inclusive community toward all it citizens
- Pride...meaning cleanliness and attitude of citizens
- Look and feel of the area
- Small town feel
- Responsible civic leadership
- Reduce crime
- Livability
- Manageable size city with low taxes
- Community involvement
- Beautiful tree lined River Road
- Safety
- Respecting peoples homes and property/Neighborhoodly kindness
- Gathering place - shops theatres nice restaurants
- People - volunteers
- Location
- Small
- A Public Library
- No traffic congestion
- Convenient
- Small town with good sized lots for homes so neighbors have room to breathe and live
- Whole Foods store in Keizer Station
- Low crime
- Clean and friendly place to live
- Arts
- Safety
- Community identity
- Community involvement
- Quality of life (livability)
- Volunteerism
- Quality of life public services
- Good leadership
- More "walking" friendly
- Hometown identity
- Safety
- Connected community
- Clean, attractive zoning areas
- Safe
- Clean
- Clean and green
- Less crime, safe neighborhoods.
- Diverse places to dine
- Clean and attractive streets
- A pleasant, pedestrian-friendly Downtown core area.
- Close and convenient shopping
- Library
- Volunteerism
- An intelligent, well-informed population
- No Hispanic population
- Volunteer opportunities
- Local schools teaching useful skills rather than inflating little egos
- Small town feeling
- Forward thinking city government
- Community feel - friendly
- Ensuring travelers on Lockhaven obey the speed limit
- Activities such as a movie theater and community center
- Green spaces
- Stick to why we became a City
- Leaders that Lead and want this City and the people to live here to succeed in business and back them up.
- Small-town feeling--getting along with other citizens
- Lots of parks & green spaces
- Community with numerous parks and greenways
- Community
- Safety
- Educating Staff to understand Quality in the Constructed Projects
- Quality public schools
- Parks
- Safe



- More open space
- More things for families to do
- Friendly small town feel.
- Safety
- Low taxes
- Community Driven
- Good bus service
- Public safety
- Parents need to be more involved in their children's lives
- No crime
- A community that is willing to invest in the future
- Feels like a small town.
- Safe & friendly neighborhoods, parks, & shopping areas.
- Staying small, reduced or better planned growth
- Family atmosphere with low crime rate
- Stable population
- Quality Family Living
- Family Environment
- Country feel but close to everything
- Low-Cost government
- Small town "feel"
- The best schools
- Residential not business
- Light Traffic
- I think that the people of a neighborhood should have more say in what goes on around them, than the people that don't live there.
- Proximity to I-5
- Creating more jobs
- Small town feel
- Parks
- City/Community Leadership
- Beautiful place to live
- Open
- Simple, no frills, low cost government and lower taxes
- Safe
- Pride in our city as citizens
- Ease of getting around town
- Affordability
- Variety of green areas
- Location
- Easily accessible parks
- Affordable shopping.
- Livability
- Community involvement including Southeast Keizer who I think the city has forgotten is there
- Organized
- Volunteerism
- Volunteerism - we each have something to contribute
- Library
- Community involvement
- Continued citizen involvement in government
- Strong civic engagement in the affairs of the community
- Unique building structures- no cookie cutter neighborhoods
- Public Safety
- Good People are our resource
- Cultural amenities
- Community involvement
- Responsive local government
- Community isn't so huge
- Value of volunteers
- Easy to navigate the streets
- Slow cars down
- Quiet surroundings
- Low Crime Rates
- Trust Worthy
- Continued sense of Community
- A nice civic center/Library
- Volunteerism
- Reduce growth
- Good sports
- Good Education
- Community feel
- Kindness of people
- Safety
- Continuing the volunteer attitude
- Knowing everyone's name
- Location
- Safety
- Small size
- Quiet neighborhoods
- Keizer Fire District
- Inviting
- Good and friendly people
- Cleanliness
- Ability to attract living wage jobs to Keizer
- Great parks
- Well run government
- Pride in our city
- A Fire Department instead of a district
- Wise use of taxes
- Low taxes
- Developed parks with facilities
- Affordability
- No crime.
- Good transportation options
- Active citizen participation
- Global connections
- Good opportunities for the youth
- Fiscally responsible city
- Community Television gives us identity communication and education
- Local employment
- Independence
- Alternative transportation and bike paths



- Local neighborhoods where people want to live and stay.
 - Living wage jobs
 - Adequate shopping
 - Strong public safety
 - Environment issues (recycle, bus system, green space)
 - Keep taxes low. Demographic is getting older
 - Great public services
 - Strong police dept provide a safe place to live
 - Well-planned & well-maintained; roads/infrastructure/civil points of interest, etc
 - Good schools
 - Everyone knows everyone feeling
 - Strong Community - that works well within itself and with other cities
 - A clean and safe place for people of all ages.
 - Proactive council that works on behalf of ALL neighborhoods
 - Openness of the community
 - Quality streets and traffic control with good public transportation
 - Excellent education for children, i.e., LIBRARY.
 - Focus on children
 - A true downtown
 - Low crime rates
 - Cultural and entertainment opportunities offered in Keizer
- rather than spending my money in another community I could be spending it here. For example in order for me to see a movie I have to drive to Salem
- No traffic areas
 - Professional Police Department
 - Family friendly, still somewhat urban, thriving community that it seems to be now
 - Very good services
 - Doesn't follow lead of big cities
 - Low taxes
 - Community input that is actually listened to
 - Low crime rate
 - Environment
 - Helping local businesses stay in business
 - Small town attitude
 - Quality schools & businesses
 - Safe neighborhoods
 - Places for families to do things
 - Friendly
 - Things to do for kids and adults
 - SAFE STREETS, PARKS
 - Solid tax base
 - Small town feel
 - Upper middle class neighborhoods
 - Entertainment/shopping/dining
 - Safety
- Unique and creative, visually appealing business growth
 - Affordable place to live
 - Walkability
 - A great place to stop when passing by
 - Low Taxes
 - Affordability
 - You can't put lipstick on a PIG
 - Great schools (or work toward volunteering to improve them)
 - Friendly
 - Better roads/thoroughfares
 - Low crime
 - Caring people.
 - Be able to walk on sidewalks instead of dodging cars on the road.
 - No Congestion
 - Participatory: That citizens may participate in government in a meaningful way and truly be heard
 - Innovation, keeping Keizer moving forward
 - Low taxation
 - Safety
 - Quality of life
 - Sustain population growth
 - Schools
 - Maintenance of the roads, etc we have
 - Volunteerism
- tough, no exceptions sign code
 - Livability
 - Small town feel/ family
 - Safety
 - Safe community
 - A strong sense of community
 - Police
 - A unified town center
 - Small city government
 - Compact
 - Jobs for adults and teens to keep crime down
 - Keeping home town feeling
 - Convenient shopping
 - Feeling of community and involvement
 - Strong small businesses
 - Freedom
 - Values children
 - Good leaders
 - Transparent leadership!!
 - Strong city identity and civic pride
 - Sound plan for growth
 - More trees!
 - Community
 - Attractiveness
 - Opportunities for housing and employment
 - Traffic that moves freely during congested times



- Quiet
- No drug/gang problems
- Friendly
- Well maintained roads and landscaping.
- Same as shopping
- Variety of businesses and services fitting wide range of incomes
- A city in which housing types are planned and coordinated with parks, schools, and shops.
- Fair property taxes
- Less emphasis on sports
- Good schools
- Good place for families to live
- More city transportation
- Small community feel
- Local jobs for the youth as well as careers for graduates
- Close-knit networking system
- Improved beautification
- Safe
- Park areas
- Clean
- Local jobs
- Don't compete with bigger cities
- To make our City the best it can be instead of "How Big We can get"
- High quality schools
- Not having to use a very expensive water filtration system
- Easy access
- Increasing the Code Enforcement Staff
- Affordable Housing
- Good schools
- A new library
- Greater use of alternative ways to travel-walk/bike
- More arts and cultural opportunities
- Low crime.
- Recreation
- Safe and high education standards
- Caring community
- Outstanding school system
- No drugs
- A community that is accepting to all people
- Good schools & lots of child-centered family-inclusive activities (like all the sports my kids grew up with & my husband & I were involved in coaching & coordinating).
- It not a big city or trying to be one either
- Quality schools
- Adequate employment base
- Controlled traffic
- Safety
- Great police dept
- Safe place to live
- Volunteers
- Low crime and drug rates
- Keeping Keizer rural
- Small town atmosphere
- The citizens should have more power over the city council.
- Keizer Station
- Finishing the Keizer station mall area
- Affordable housing
- Prudent use of city money by city leaders
- Quaint shopping - not just big box - city core - walking areas
- Clean (Garbage and pollution.)
- Very low crime rate
- Quiet
- Inclusiveness, open-arms to new members, visitors, business
- Thriving commercial sector(s)
- Public Safety (Police)
- Ease of travel throughout the community for all transportation types
- Jobs
- Places for people to walk and talk with others
- Great parks and green space.
- Education
- Growing
- The Booster club mentality of Keizer
- Creative - we have ideas to share in how we solve problems
- Clean, safe neighborhoods
- Quality of schools and keeping the youth engaged & involved
- Better transit options to Portland
- Pride and spirit
- Successful public education system
- Small government
- Shared values in the community
- Adequate infrastructure—roads, bridges, sidewalks, walkways, bike paths, lighting
- Manageable growth, traffic and development
- Financially Stable
- Nature
- Small town feel
- Safe to go anywhere/anytime
- Quiet neighborhoods by stopping speeding and boom boxes
- Being proud of citizen accomplishments
- Public Use Land/Parks/Recreation
- Caring
- Public Safety
- Another r/s route around Keizer
- Quality of living
- Keeping Keizer somewhat rural
- Good city government
- Recreation for Citizens



- Progressive attitude
- People help each other
- Clean
- Involving our youth in worthwhile endeavors
- Personal Safety
- Poise
- Control taxes
- Economic Development opportunities
- Affordable housing
- Good area to raise children
- Friendly
- Good schools
- Affordability
- Low-cost government
- Friendly (activities to help it be so)
- Community that has parks, shopping, entertainment, etc. has it all
- Beautiful
- Public Safety and protection of property
- Low taxes
- Developing Claggett Creek
- Safety
- No traffic.
- Good government
- Zero cars
- City planning to accommodate the future development
- Place everyone wants to live
- Solid infrastructure
- Activities
- Great water
- Revitalized downtown area/gathering space
- Government that responds to the needs to the majority.
- Leadership
- Job opportunities
- Safety on roads/sidewalks for bicycles and pedestrians
- Recreation for the younger set.
- Well maintained infrastructure
- Transitioning Keizer from a retirement community to a place to start raising your family
- Vibrant community with lots of citizen involvement
- Keeping clean & green
- Lower real estate costs
- Strong Economic Sense of Purpose - work hard to attract jobs to the community
- A city that isn't afraid to lead the way with new and exciting ways of life. New jobs, clean energy, citywide wireless internet etc...
- River Rd as an active central retail/commercial district
- Accessibility
- Abundant shopping with local major stores
- Volunteerism.
- Focus on volunteerism and sense of community
- A green living environment
- Affordable housing/good schools
- Regular growth.
- Street fairs
- Quality Services
- Encouraged and valued community involvement
- Fairly low taxes
- It's own unique identity
- Trees
- New mayor
- Good schools
- Public education
- Library
- Clean/environmentally responsible
- Cleanliness
- Community pool, make Keizer a destination, something big, something families would drive from Portland or farther to see or do maybe something indoors for use year round a wave pool we all benefit from the revenue!
- Personality
- Being close to stores, doctors, etc.
- ONE PLACE TO PICTURE AS KEIZER, NOT JUST "RIVER ROAD"
- Solid infrastructure
- Environmentally responsible
- Public safety
- Good public safety
- places to shop at reasonable prices
- Safe living because gangs/criminals are redirected through positive avenues
- Communication between government and public
- Community
- Bicycle and pedestrian friendly
- Low Taxes
- Volunteerism
- My rearview mirror
- Condo's by the downtown area. Would equal less driving, more visiting and spending. We would ride bicycles there! Fun and healthy.
- Green (jobs)
- Unc clutter the commercial areas/require beautification
- Cultural/ recreational opportunities
- A reason for people to live, shop, work, and play in Keizer.
- Need parks that are more friendly to toddlers.
- Less taxes
- Full of vision: In a way to allow the community to make positive progress
- Youth groups and programs
- Care and concern of area by citizens
- Leadership



- Well funded police and other emergency services
- Educate or care for the homeless population
- Taxes
- Government that is run by it's citizens
- Investment in youth
- Odor free waste treatment plant
- Healthy, engaged children, youth and families
- Public Safety
- Well maintained
- Structured growth
- Environmentally sound
- Clean
- More north-south routes
- Low taxes
- Safe place to live
- Friendly, helpful, prideful residents who care about living in Keizer and volunteer
- Library
- Staying a small town feel
- Forward thinking leaders
- Small-town Community Atmosphere
- Values volunteerism
- An environment that prepares the next generation of leadership-A Legacy!
- Historical sites identified and promoted
- Maintaining the current infrastructure
- A public plaza or gathering place
- Greater community concept
- Cost
- School and social investments
- More retail areas which provides more reasons to buy in Keizer
- Relaxing
- Lower taxes
- Community centered
- Good school systems.
- Jobs
- Safe streets, neighborhoods and parks for families
- Safety
- Medical care
- High priority placed on good use of our natural resources
- More entertainment
- Neighborhood associations
- Recreational activities for citizens of all ages that don't cost an arm and a leg
- Local support and visualization
- Good traffic movement
- Self sufficient
- Keeping the Volcanoes stadium intact
- Low Crime Rate
- Investment in the community
- Keep it small
- Government and Community to unite to make Keizer the Community it used to be.
- Desirable neighborhoods
- Good shopping & Good Schools
- Rehabilitation of degrading Neighborhood Areas
- Traffic congestion is kept to a minimum
- Safe places for recreation
- A north-south route
- Coordinated planning of resources
- Value all citizens.
- Education
- Arts intermixed with business
- Good schools
- Community pride
- No illegal immigrants
- A community that is based on hope and not fear
- Wide cultural diversity & population-wide respect, understanding, and inclusive acceptance with regard to ALL ethnicities, nationalities, religions, and lifestyles.
- A council that is not so pro-growth hand or foot
- Managed growth particularly in commercial ventures
- Opportunities of all kinds for youth and young adults
- Nice businesses
- Proximity
- Great senior living
- Ability to move traffic
- Low tax rates
- No traffic congestion
- All dogs and cats on leash, keep the coyotes
- The city council should serve the citizens needs not just there own.
- Keeping the town nice not over populated
- Community pride
- Amazing city to live in
- Lower taxes
- Learning Opportunities
- High quality of life, small town feel, clean and attractive
- Strong business community (working together)
- Stable families and neighborhoods
- Scenic
- Safety
- Safety
- Quiet streets
- Sense of pride.



Q8: What group best describes your age?

under 25	4%	12
26 to 36	14%	44
37 to 50	32%	104
51 to 65	38%	123
over 65	12%	38

Q9: Are you male or female?

Male	57%	180
Female	43%	136

Q10 Do you own or rent your home?

Own	90%	284
Rent	10%	31

Q11: How long have you lived in Keizer?

Years	18	5580	314

Q12: Where do you work?

Salem	42%	134
Other/Not employed	24%	75
Keizer	20%	64
At home	7%	23
Portland Metro Area	6%	20

Q13: Is there anything else you would like to add?

- Keizer should have one fire department. It is ridiculous and dangerous to have two fire departments providing one service to one community. Why the city does not see this as an issue is beyond me. Tax rates are different, insurance rates are different, responses are different, part of the city is all volunteer the other part is volunteer/career, Clearlake volunteer are primarily students with less experience and education. It is a matter of time until something happens and it will not be good.
- I would like to see the city pay attention to Southeast Keizer. It would be nice to see someone represented from that part on town on City Counsel. They spent money to update the sidewalks and plant trees but then let them die and have not seemed to maintain them. We talk about pride in our cities slogan but the city only seems to take pride in part of our town and would like to forget the other part. I grew up in that part of town and it's sad to see what it has become and how little involvement there is from it's residents. I would hope one day to see it improved and just as much a part of this community as the rest.
- Please keep the community posted as the group moves forward.
- We chose to raise a family in Keizer because it is a strong, safe, dynamic community. I have watched Keizer mature from "not Salem" into a vibrant city with vision and goals of its own. I am proud to be a part of this community.
- Thanks for your work. Make a very big public involvement effort to engage as many people as possible.
- Not at this time.
- Keep going...
- Establishing a vision is a necessary starting point, but it is just a starting point. The heavy lifting is yet to come if visioning is to become more than idle discussion.
- Excellent survey!
- Need More Community Policing
- Thanks for asking - good luck!
- Happy New Year
- "Focusing solely on the obvious 3 most important "have to" items such as public safety, crime, transportation congestion, etc"" we miss the opportunity to finally look at some "wants." I did not list any "want" items as they are not among my top three items that we need to address. No "want" item will ever be as important as the "need" items. Therefore when you keep asking for the "top three" of this or that, no "want to" items will ever be listed as they simply are not as highly prioritized. (i.e. Maslows hierarchy of needs).
- Any and every city council will focus on the "need to" items. When will we ever step back and envision some "want items" such as parks and recreation, trails, entertainment, fun things to do for youth and adults, etc. If we do not discuss lower priority but wanted items in the long term planning process, they will never happen and Keizer will never realize its full potential as an even more wonderful place to live."
- Move utilities (electric) under ground...
- No
- Our so called leaders what Keizer to grow-grow-grow, WHY? Keizer Station is a good thing however we don't need to become an industrial city. There is already to much traffic and to may empty buildings. Some of things the City spends our \$\$ on has no rhyme or reason. The art, traffic control and management of our \$\$ are a joke. I love Keizer and don't care to live anywhere else however it's becoming less livable all the time.
- Thanks for asking
- i feel we have a great community but need more emphasis on keeping it green



- I was extremely impressed with the manner in which Keizer Rapids Park was developed and mostly the use of the 'Charettes'(Sp?) It would behoove this group to look to that example in developing the "Keizer plan"
- "We have always loved the calm of Keizer and watching that
- Diminish before our eyes is a sad disappointment."
- I would like for there to be some way to account for a person filling out the survey to make sure they are part of the Keizer community
- No
- "Leadership has been awesome, hardworking.
- I worry about the high school situation and how it will eventually divide families and students when there needs to be some relief from McNary."
- The results of this survey are a combined effort of me and my spouse. Frown ugly-up the water tower. It looks good as it is.
- Keizer is a great place to live. Friendly people, good government and more shopping places coming all the time.
- Thank you for you interest in our city
- Stop the in-fill policy now! My favorite part of Keizer is driving by the approx. 20 acres of cows grazing along Verda!
- Innovation is key. Keizer has the ability to step up and decide to join the global economy. I fear we're shackled and blinded by our local issues that are of no consequence with respect to the larger picture. The larger picture is that of a vast potential and now is the time to embrace it. How about courting companies like Intel to build on the northeast part of town? Lancing a single deal like that would put Keizer on the map as a beacon for intelligence and a willingness to lead the way. Instead, I fear we're going to swallow more of the same and continue grading our city officials on how well they respond to the weather.
- Thank You
- Getting bigger is not important
- Promote living and working in or near Keizer. People should live near their principal employment. Keep transportation needs as they are now. Don't make it worse.
- I think we should have one fire department!!!!
- Would like to see less disparity between the middle schools and an additional high school or current high school expanded.
- Don't take on a bunch of debt for non-essential development. If the city wants to do they it needs to be on a pay-as-you go basis.
- Thank you for the opportunity to participate! The survey went very smoothly and was easy to use.
- "The city need to start a parks and recreation dept that is active with it's younger citizen.
- We need a boys and girls club, for our teens to have a place to go after school."
- Thanks for doing the Vision. It shows an effort to try to decide if Keizer is to be a City or just a suburban residential bedroom community to Salem.
- Please do not toss aside ideas that may conflict with City Hall's status quo. Look into bringing light manufacturing or technical industries to town and forget about Keizer Station, it will not help us down the road. Look for sustainability not quick fixes and reduce the number of future apartment complexes. We need a higher quality of living in Keizer, not minimum wage jobs. Think of Keizer as a West Linn or Lake Oswego and stop making it a Woodburn
- Let's stop the madness and focus on what really matters; lowering crime rates, decreasing traffic/congestion, and making the city more livable. I have lived in Keizer most of my life, because I like the small town feel from a mid sized community. Things are changing fast and with every new store at Keizer Station we trade our livability for more traffic and



congestion. Soon Keizer will be no different than Salem, and although I'll always love this community these changes have got me thinking it may be time to consider leaving because I know there are much better places to raise a family.

- there should be some way other than 911 to get the police on weekends and nights. I have called their non emergency number twice and can't get anyone except to call 911 which is there for emergencies
- "Just a reminder that I think it would be nice to see sidewalks along Chemawa Road. McNary students are walking in the bike lane after school. Way too close to cars.
- Keep up the good work."
- Lore was very nice to me when I rode my bike past city hall one day.
- Thank you for asking for our input. It's important for you to hear from those of us who pay taxes!
- Thanks for making this a place I am proud to live. Before work-related transfer to Oregon, I spent 25 years in the Los Angeles area. I witnessed what lack of planning and mis-used resources can create and have never been happier than to be here and call Keizer my home. Thank you for that!
- Keep up the very good work!
- Do not support wiping out a neighborhood to make a "Down Town".
- I think more should be done in keeping people to adhere to the standard code.
- Keizer used to be a nice small community, but the mayor has ruined Keizer with her own ideals
- Not at this time.
- I found it difficult to find information on the Keizer web page on the visioning process. So far, there's only the November 6th minutes. I'd like to see objectives of the study, a calendar of upcoming meetings, links to Keizer Times articles, survey results, etc.
- Keizer should stay small. The city needs to concentrate on maintaining what we have. Like roads and water. Add more open space parks to the city.
- Please proof-read what the mayor writes. Her sentences ramble and her points get lost at times. Her message should be clear and to the point, it would be much more enjoyable to read.
- I like the new mall but we need something for the youth and families to do something new and big a draw for the hotels, like great wolf.....but affordable! it means jobs!
- Nice job putting together a visioning task force. Bring it to fruition and then act on the choices.
- THANK YOU FOR YOUR SURVEY, AND FOR LISTENING TO US.
- Compass publication very well done
- A big box store (especially a Wal-Mart is not a good fit for Keizer. We owe our river road merchants more respect than that. Not to mention our neighborhoods.
- "I can't stress enough that our growth needs to be done tastefully and with unique businesses, not just the same old, same old you find everywhere.
- I think we need to have gang prevention and diversion tactics back in place."
- We need to limit growth to try and recapture the "small town" feeling
- "Yeah! Listen to the people who live in North Keizer
- Those who are being affected by the poor choices of the City Council and the developer."
- No. Thanks for asking.



- "We don't need a library - I don't want to pay for it!
- We don't need more mass transit.
- Don't go after more grants from State and Federal Government - let's support ourselves or do without!"
- Keizer needs to add traffic light cameras on all of it's intersections. I can't believe how bad it is! Every day I see at least 5 cars blatantly run red lights. The cops need to start hiding (i.e. out of sight) , and catching these people.
- Stop spending our money on Stupid things like a new Bus Depot for gangs to hang out and spread graffiti, you folks saw how well the skate park worked. Pathetic
- I love Keizer. While I know it's inevitable that growth is going to take place, I would still like Keizer to maintain it's "homey" feeling. I am really concerned about the crime in Keizer. It seems to be on an up rise. I also would like to see the city center moved as has been mentioned. It would be nice to have "downtown" Keizer a place where a person could walk from store to store. Right now, including Keizer Station (which I love) you have to drive from store to store.
- I would ask that the city government please listen to the people of Keizer. We do not live here only because taxes are lower, we think the city is safer and cleaner than the surrounding areas. If the city government only votes for projects that encourage growth to simply add tax revenue, then it will be a miserable place to live. Please make your decisions based on livability and not mainly profits. Seriously, be a progressive city and build "up" and not out. We love our countryside and our trees. We do not want to see more giant pastel houses built in our valuable farm fields.
- It is vital that we have a viable trail system which would include Claggett creek. We need to be able to get from one end of town to the other while cycling or walking along the wetland trail ,now that's what you call greenspace .Cities that have well preserved green spaces throughout the city center will be recognized in the future as being truly concerned about its citizens and their livability and viability. It's been said once an opportunity passes it can be gone forever. This is the exact time to be acquiring green space land while much of that land along Claggett creek is still undeveloped and undisturbed, All investment into this city will cost money but by acquiring this land first then and only then can you really plan our city layout that is because our city should be planned in partnership with the green spaces available...please consider this option, it really makes sense.
- I enjoy Keizer, but would like to see the city attract recreational things, such as volleyball for kids, rec/ teen center, dragon boating, public access to dock for river, etc.
- Keep improving River Road and installing sidewalks.
- "It would be nice to see the City move away from being a strip of retail the full lengths of River Road and Cherry Avenue by creating some ""pockets"" for gathering.
- The City should concentrate more on developing a walkable community by adding more landscaping on major arteries, more street lighting, and better pedestrian connections and routes for all ages.
- For more governing body folks to understand the negative impacts that the development of Keizer Station and its continued development create--traffic congestion, reduction in traffic safety on pedestrians and bicyclists on Chemawa Road, creation of mainly minimum wage jobs, withdrawal of customers from City center, creation of a separate realm that does nothing to invite folks into Keizer."
- I love Keizer and want her to grow and move forward keeping the community together and flourishing.
- Not at this time.
- I would not like to see Keizer try to fund a library. Anything Keizer could develop would be hard-pressed to compete in quality with what is available in Salem. As it is now, any Keizer resident who wants to use the Salem library, pays nothing unless they want to take books out. If Keizer has its own library, it would cost every Keizer citizen, even if they do not use the library, as much or more than it would cost to use Salem's library. Let us not lose sight of costs in our zealouslyness to be a complete little city.
- I love living in Keizer. My worst fear is that we will see increased crime over the next couple years due to the downturn in the economy and loss of jobs. This will also increase the homeless population. We'll need much more volunteers to help in all areas.
- I think the people in charge are doing a good job. Keep it up
- Thank you for the opportunity to comment. Please remember you are a public servant.



- My main concern now for Keizer is the establishment of a good public library
- Address the UGB issue soon
- "Moving Keizer fest to Keizer Station is a really dumb ideal
- There is nothing Keizer about Keizer station. It's just another
- Poorly designed, pedestrian unfriendly I-5 retail center."
- Leadership is doing a good job and must keep an eye to the future. Always seeking opportunities to improve jobs, attract civic minded community members and balance that with over-growth, environmental demands, economic swings and capacity. Leadership's meaningful engagement and mentoring of youth in all areas of Keizer's development, growth and concerns. Young people can help us keep the vision alive and make it reality.
- The future of Keizer is keeping in mind the lives of the people that live here. Do not sacrifice them for monetary gain, it never adds up in the end. People are what make up Keizer, not buildings or parks. Without people there would be no town.
- Be cautious on the way situations like the possible public transit center was handled. The people with the new subdivision were totally screwed by the way it occurred and is continuing to occur. They couldn't sell lots even if the economy was up.
- Thanks for putting together this survey! I enjoyed giving you my input.
- The traffic control changes on Chemawa associated with the Keizer Station are absolutely terrible. The traffic situation was far better before Keizer Station was developed. Motorists can't understand how to navigate the area - I see illegal U-turns on Chemawa and Lockhaven almost every day. I see vehicles stopped on the railroad tracks. The worst thing is I don't see anything being done about it. Somebody needs to be fired.
- We still need a quality, full service library.
- I am pretty satisfied with Keizer now but would like to have a public library!
- Thanks for the wonderful community!
- To keep our focus on community involvement and volunteerism, the city government must NOT take over responsibilities that can be taken care of by citizens. Lower taxes are a key part of the quality of life in Keizer.
- It is absolute key that we mentor our youth into next generation leadership for the City. This will ensure the 'Keizer' spirit, but not doing so would also be a travesty
- Please add some additional crosswalks on River Road. On my way to work each morning, I see mothers with strollers and elderly people dodging cars to cross the road. Not good!
- I believe it is going to take some out of the box thinking to tackle the next 20 years. We need to have some forward thinking people that are not afraid to lead. Our future depends on it!
- THANKS for allowing our input
- I love that the Keizer Police Department has a mailing list where people can keep up to date on crime issues. Leveraging technology is a refreshing thing to see in government.
- Really like the community communications via email. Would like to see more distribution of information through digital means via web site or email newsletters. Saves on printing and mailing costs, and can be more up to date than infrequent mailers.
- I love Keizer. Right now, and probably 20 years from now. It will always be Keizer! Great place
- We bought our house in Keizer because we liked the house itself so much. We otherwise much miss West Salem because of its greater beauty, walkability, and proximity to Downtown. Keizer is very much lacking in charm, I fear! The New Park and Shopping Center were such good additions.
- In the past several years growth has been allowed to continue in Keizer without any traffic improvements. River Rd and Lockhaven/Chemawa can be ridiculous at times.



- Thanks for asking.
- help get some more good restaurants
- After living for 16 years in NE Salem - these past few years in Keizer, I love the closeness that Keizer represents and the networking support all around. It has been a great transition and I whole-heartedly support the growth of Keizer and hope that we don't lose the small town atmosphere and local support of each other.
- No
- "Keep up the good work!
- I would hope the city does not see population growth to be the solution to any potential problems."
- The city manager may do a great job, but that job is way overpaid. How about \$80,000 a year?
- "There needs to be more local jobs.
- I am 16 and trying to find a job.
- I would love to be able to stay in Keizer to work, but there just isnt anywhere that is hiring.
- Given the current economy, it is understandable.
- However, in the future, it would be nice to able to have more local jobs for youth.
- It will help keep them out of trouble and establish good working habits."
- thank you for the opportunity to take this survey
- thank you for your service
- We became a City to not become Salem. Now we are. We need to get back to our mission in the first place and keep it small!!!!!! I'd rather pay higher taxes and keep it small then wipe out neighborhoods to build a downtown.
- I am so disappointed in our elected officials of Keizer. They never have the same answer twice and do not work as a team to better Keizer. They have no taste in design and River Road looks like the biggest cluster mess I have ever seen. Between Penis Point - green ugly expensive fencing, hideous blue benches, brown and yellow ugly complexes, statues that are so out of scale with no lighting, fountains (except for the one at the corner of Chemawa Rd and River Road) that are so out of scale and ugly. Keizer has been my life for many years and I don't think I have ever been so discussed and sad that our fine city has come to this. Unless some major changes are made in the wasted spending with Keizer not having a long term plan of what our City could be - we are going to keep putting money into expensive projects with no continuity and taste. I do believe that everyone that had input on the River Road Project must be color blind!
- Creating a new City 'downtown' may be a good idea, but I don't know all of the pros and cons.
- "PROFESSIONALS' STATEMENT CALLING FOR AN END TO WATER FLUORIDATION
- AUGUST 9, 2007
- We, the undersigned professionals, come from a variety of disciplines but all have an abiding interest in ensuring that government public health and environmental policies be determined honestly, with full attention paid to the latest scientific research and to ethical principles.
- EIGHT recent events make action to end water fluoridation urgent.



- The publication in 2006 of a 500-page review of fluoride's toxicity by a distinguished panel appointed by the National Research Council of the National Academies (NRC, 2006). The NRC report concluded that the US Environmental Protection Agency's (EPA) safe drinking water standard for fluoride (i.e. maximum contaminant level goal or MCLG) of 4 parts per million (ppm) is unsafe and should be lowered. Despite over 60 years of fluoridation, the report listed many basic research questions that have not been addressed. Still, the panel reviewed a large body of literature in which fluoride has a statistically significant association with a wide range of adverse effects. These include an increased risk of bone fractures, decreased thyroid function, lowered IQ, arthritic-like conditions, dental fluorosis and, possibly, osteosarcoma.
- The average fluoride daily intakes (*) associated with many of these adverse effects are reached by some people consuming water at the concentration levels now used for fluoridation – especially small children, above average water drinkers, diabetics, people with poor kidney function and other vulnerable sub-groups. For example, the average fluoride daily intake associated with impaired thyroid function in people with iodine deficiency (about 12% of the US population) is reached by small children with average consumption of fluoridated water at 1 ppm and by people of any age or weight with moderate to high fluoridated water consumption. Of special note among the animal studies is one in which rats fed water containing 1 ppm fluoride had an increased uptake of aluminum into the brain, with formation of beta-amyloid plaques, which is a classic marker of Alzheimer's disease pathology in humans. Considering the substantial variation in individual water intake, exposure to fluoride from many other sources, its accumulation in the bone and other calcifying tissues and the wide range of human sensitivity to any toxic substance, fluoridation provides NO margin of safety for many adverse effects, especially lowered thyroid function.
 - Note: "Daily intake" takes into account the exposed individual's bodyweight and is measured in mg. of fluoride per kilogram bodyweight.
- The evidence provided by the US Centers for Disease Control and Prevention (CDC) in 2005 that 32% of American children have dental fluorosis – an abnormal discoloration and mottling of the enamel. This irreversible and sometimes disfiguring condition is caused by fluoride. Children are now being overexposed with fluoride, even in non-fluoridated areas, from water, swallowed toothpaste, foods and beverages processed with fluoridated water, and other sources. Fluoridated water is the easiest source to eliminate.
- The American Dental Association's policy change, in November 2006, recommending that only the following types of water be used for preparing infant formula during the first 12 months of life: "purified, distilled, deionized, demineralized, or produced through reverse osmosis." This new policy, which was implemented to prevent the ingestion of too much fluoride by babies and to lower the risk of dental fluorosis, clearly excludes the use of fluoridated tap water. The burden of following this recommendation, especially for low income families, is reason alone for fluoridation to be halted immediately. Formula made with fluoridated water contains 250 times more fluoride than the average 0.004 ppm concentration found in human breast milk in non-fluoridated areas (Table 2-6, NRC, 2006).
- The CDC's concession, in 1999 and 2001, that the predominant benefit of fluoride in reducing tooth decay is TOPICAL and not SYSTEMIC. To the extent fluoride works to reduce tooth decay, it works from the outside of the tooth, not from inside the body. It makes no sense to drink it and expose the rest of the body to the long term risks of fluoride ingestion when fluoridated toothpaste is readily available.
- Fluoride's topical mechanism probably explains the fact that, since the 1980s, there have been many research reports indicating little difference in tooth decay between fluoridated and non-fluoridated communities (Leverett, 1982; Colquhoun, 1984; 1985 and 1987; Diesendorf, 1986; Gray, 1987; Brunelle and Carlos, 1990; Spencer, 1996; deBiefede, 1998; Locker, 1999; Amfield and Spencer, 2004; and Pizzo 2007 - see citations). Poverty is the clearest factor associated with tooth decay, not lack of ingested fluoride. According to the World Health Organization, dental health in 12-year olds in non-fluoridated industrialized countries is as good, if not better, than those in fluoridated countries (Neurath, 2005).
- In 2000, the publication of the UK government sponsored "York Review," the first systematic scientific review of fluoridation, found that NONE of the studies purporting to demonstrate the effectiveness of fluoridation to reduce tooth decay were of grade A status, i.e. "high quality, bias unlikely" (McDonagh et al., 2000).
- The publication in May 2006 of a peer-reviewed, case-controlled study from Harvard University which found a 5-7 fold increase in osteosarcoma (a frequently fatal bone cancer) in young men associated with exposure to fluoridated water during their 6th, 7th and 8th years (Bassin et al., 2006). This study was surrounded by scandal as Elise Bassin's PhD thesis adviser, Professor Chester Douglass, was accused by the watchdog Environmental Working Group of attempting to suppress these findings for several years (see video). While this study does not prove a relationship between fluoridation and osteosarcoma beyond any doubt, the weight of evidence and the importance of the risk call for serious consideration.
- The admission by federal agencies, in response to questions from a Congressional subcommittee in 1999-2000, that the industrial grade waste products used to fluoride over 90% of America's drinking water supplies (fluorosilicate compounds) have never been subjected to toxicological testing nor received FDA approval for human ingestion (Fox, 1999; Hazan, 2000; Plaisier, 2000; Thunau, 2000).

- The publication in 2004 of "The Fluoride Deception" by Christopher Bryson. This meticulously researched book showed that industrial interests, concerned about liabilities from fluoride pollution and health effects on workers, played a significant role in the early promotion of fluoridation. Bryson also details the harassment of scientists who expressed concerns about the safety and/or efficacy of fluoridation (see Bryson interview).
- We call upon Members of Congress (and legislators in other fluoridating countries) to sponsor a new Congressional (or Parliamentary) Hearing on Fluoridation so that those in government agencies who continue to support the procedure, particularly the Oral Health Division of the CDC, be compelled to provide the scientific basis for their ongoing promotion of fluoridation. They must be cross-examined under oath if the public is ever to fully learn the truth about this outdated and harmful practice.
- We call upon all medical and dental professionals, members of water departments, local officials, public health organizations, environmental groups and the media to examine for themselves the new documentation that fluoridated water is ineffective and poses serious health risks. It is no longer acceptable to simply rely on endorsements from agencies that continue to ignore the large body of scientific evidence on this matter – especially the extensive citations in the NRC (2006) report discussed above.
- The untold millions of dollars that are now spent on equipment, chemicals, monitoring, and promotion of fluoridation could be much better invested in nutrition education and targeted dental care for children from low income families. The vast majority of enlightened nations have done this (see statements).
- It is time for the US, and the few remaining fluoridating countries, to recognize that fluoridation is outdated, has serious risks that far outweigh any minor benefits, violates sound medical ethics and denies freedom of choice. Fluoridation must be ended now."
- We need newer River Road Christmas decorations
- When increasing fees or costs to utility bills consider how that also impacts our citizens. Also Lockhaven is in desperate need of widening from River Road past I-5. Thank you
- When one explores many of the neighborhoods in e Keizer you find an excessive amount of Public Nuisances which require Code Enforcement. One also finds degraded infrastructure and/or lack of the standard infrastructure. School routes in some areas do not appear to be safe. Newly constructed public improvements are not meeting the proper standards of construction, and their seems to be a genuine lack of neighborhood pride in certain areas as evidences by the unsightly appearance and lack of maintenance of many homes.
- I grew up in a town with 7,000 ppl. We had a library. We recently built a new high school The Salem Public Library is scary. A haven for Salem's recently released prison population. Why don't we have a nice park for the community to come together. Not Keizer Rapids. Most people don't even know where that is. Stay-at-home moms have to go to Wilsonville for a decent park. Also, why are some businesses allowed to have such a mess in the front. Bi-Mart? Clean up River Road. All of it. Not some of it. And why are there no sidewalks on Wheatland Rd? I can't believe there hasn't been a kid killed on that road. Finally, Keizer Station is becoming an eye-sore.
- Don't let Keizer Station crumble. It's already starting to fail.
- Keizer has a great opportunity to shape a greener, more eco-friendly future for all of it's citizens and improve the quality of life.
- I would like to see an ordinance requiring people to pick up after their dog so I don't have to do it for them.
- The Christmas lights the city hangs each year are a joke. Dispose of them. There is no need, we all know it's Christmas without the city placing silly lights. Conserve and be responsible stewards...
- Please, no more banks, Mexican, pizza, etc.
- Public officials need to start thinking of the future in drastic terms to save our small town appeal. Main roads need to be improved and traffic needs to be reduced internal to the city and small businesses needs to become the backbone of the city once more.
- We appreciate all the hard work of all Keizer employees and volunteers.
- Please do not allow a large grocery store at or near Keizer Station. Let's allow a Trader Joes instead.
- This may seem odd, but I think that Volcanoes Stadium is the best baseball stadium I have ever seen.
- I first saw Keizer when my parents retired here in 1979. I never thought I would ever live here but a

- Events in life happen one change. Over the years
- I enjoyed visiting here because it was a small town
- But not that far from Portland. I lived in Albany California which is very much a small town in the Bay Area before moving here. It was a mile square,
- Parks and good control of the schools. A large house there was 1,100 square feet."
- To mayor and city council, please look beyond your individual agenda and do what is best for community. To chief of police, step out of your office and see what is happening with gang crime - you are too introverted. To city manager - embrace quality of life issues and not just financial issues.
- It would be nice to develop a softball complex similar to Salem, Hillsboro, Milwaukie, Eugene, Medford, Sherwood and Newberg - this helps bring dollars to the town. Also a couple of hotels would help as well.
- Great JOB love living here.
- Don't get ahead of yourselves - take time and listen to the community - go out and seek folks ideas, don't just read surveys and say "survey says therefore we will do it" - use commonsense!
- The mayors' writing is an embarrassment to the city. Please send her to an English class if she is going to continue to write articles for the public to read.
- no
- Keep working to improve the looks of our community - getting away from all the ugly signs - make it a place people enjoy walking, visiting, and sharing with friends and family
- You may choose to disregard what I say as I am not part of your community but I find myself, now without a place to work, with the time to think on things and look around the places that I live, worked, and play, Keizer included. I just thought that since the opportunity to provide my thought presented itself, that I would. Thank you for taking a proactive look at your community.
- I hope to see evidence that this input is considered.
- I love how the rapids park taps into one of our city's natural resources in an innovative way. I think it is vitally important that we continue, as a city, to value creative approaches to utilizing what we already have or a new way to look at what we don't have. Maintaining a young city's spirit while growing older is absolutely key to holding on to what we've got while cultivating and encouraging the growth and features that older cities have... When Keizer grows up, I want it to be young! (i so got this from a book, but i don't remember which one...)
- Thanks for the chance to be heard



Appendix D: Youth Forum Summary

Keizer Compass

Youth Vision Forum Summary

January 27, 2009 12:30 – 2:30pm

McNary High School, Keizer, OR

Introduction

The City of Keizer is creating a community vision to help guide its decision-making for the next 20 years. Led by a Citizens Advisory Committee (CAC), the visioning process consists of these key components: a widely-distributed community profile; online survey or attitudes and priorities; youth engagement opportunities and community forums.

The youth engagement component is an opportunity for the City to solicit and incorporate young people's perspectives in the visioning process. It also is an educational opportunity for youth to learn about the importance of public participation in creating desirable future outcomes for their community.

Process

Cogan Owens Cogan, LLC, (COC) assisted by Steven Ames Planning designed and conducted a youth forum at McNary High School January 27, 2009 from 12:30 to 2:30 pm. After receiving the enthusiastic approval from McNary Principal, Ken Parshall, COC collaborated with Jason Heimerdinger, Activities Director, to manage a visioning process that involved students from the school's Youth Leadership Class. As an incentive for attendance, the school provided pizza for the participating students, as well as extra credit for Youth Leaders.

To involve a representative sample of the youth population at McNary, several other students also participated. The group of 31 students was diverse, encompassing a range of age, class, ethnicity and interests. Table 1 indicates the distribution of students by class:

Table 1 - Participants by Year in School

Senior	6
Junior	7
Sophomore	10
Freshman	8
Total	31

A copy of the agenda is attached to this report. After a brief overview of the visioning process by the consultant, the students were seated at randomly-assigned tables consisting of approximately five to six students and one discussion leader. Prior to the forum, COC summarized techniques for effectively leading discussions with five students from the Leadership Class who also agreed to participate in the first community forum to report on the results of their youth vision forum.

Discussion Leaders

- Mason Grine
- Tori Hokason
- Jake Hunter
- Sarah Park
- Dakota Saunders

Discussion Questions

1. *What do you like best about living in Keizer?*
2. *What would make Keizer a better place?*
3. *What is your vision of a future Keizer you want to live in?*
4. *What can be done to achieve your vision?*

Key Findings

The following key themes were emphasized by participants in the youth vision forum:

- **Community and Sense of Pride.** In general, Keizer youth appreciate the small size of the City, its physical beauty and cleanliness, and closeness to Salem and Portland. Although young people feel safe in Keizer, they would like to have a more positive relationship with police. Students appreciate being involved in the visioning process, and desire more community outreach and engagement in the future, as well as opportunities for community service. They also favor continued or enhanced civic celebrations.
- **Growth and Development.** Youth feel it is important to maintain the “small town” character of Keizer by preventing the city from getting too big, preserving open and green space, and controlling future traffic impacts. Implementing “green” strategies to ensure environmentally-compatible development, as well as transportation and energy efficiency are consistent themes. Some say Keizer should develop more densely and vertically, with taller buildings, to accommodate future growth and provide more of a centralized “downtown” area either within, in proximity to or in addition to Keizer Station. While controlling the character of Keizer is considered important, many also are concerned about housing affordability. While the importance of physical improvements to the high school is a consistent

refrain, there are notable objections to building an additional high school, as this may separate or bifurcate different segments of the community.

- **Entertainment and Recreation.** There are insufficient entertainment opportunities oriented toward youth. The majority of participants envision additional entertainment and commercial options appealing to young people by 2029, specifically a movie theater. Additional recreational opportunities, such as parks and a swimming pool, a library, and a youth center also are favored.
- **Economic Opportunity.** Young people desire an economically viable and thriving Keizer. They envision strong businesses that provide jobs and enhance the quality of life. Providing future employment opportunities is particularly important for those who want to live and work here after high school and college. Several say Keizer needs more development — specifically, new and potential “green” industries; others favor an institution of higher education to provide more economic opportunities. The young people who participated in the forum recognize that increased taxes are a means to realizing needed or desired civic improvements.

A set of discussion notes as recorded is attached to this summary.

Youth Vision Forum Agenda and Discussion Leaders Guide

Agenda

12:30 – 1:00pm Welcome and Introductions (Lunch)

- General Introduction:
 - Why are we here?
 - What is a community vision?
 - What are we doing; why?
 - Activities so far
 - Why do we need your help?
- Student introductions:
 - Who are you; what year in school are you?
 - What are your favorite school/other activities?
 - What do you want to be in the future?
- Count off into groups of five
- Form groups; select one student to be recorder/reporter

1:00 – 1:40pm Small Group Discussion

- Question One: What do you like best about living in Keizer?
- Question Two: What would make Keizer a better place?
- (1:30) Report back

1:40– 2:20pm Small Group Discussion

- Question Three: Looking ahead 20 years, what is your vision of a future Keizer you want to live in?
- Question Four: What can be done to achieve your vision?
- (2:10) Report back

2:20 – 2:30pm Conclusion

- How can other young people be involved in the Keizer Vision?
- Adjourn; thank you!

Discussion Leaders Guide

12:30 – 1:00pm Lunch

- Students count off by fives and report to their respective tables. Ask the table for one volunteer to serve as recorder (writing down everything that is said) and one person to serve as the reporter (someone to summarize to the large group what the table discussed).

1:00 – 1:15pm Question #1: *What do you like best about living in Keizer?*

- Start by going around the table. Ask each student to come up with an answer. Encourage them to mention anything they can think of. Write down everything that is said.

1:15 – 1:30pm Question #2: *What would make Keizer a better place?*

- Briefly review the answers to the first question. *"Now that we know what we like about Keizer, what would make it better from our point of view?"* Write down all answers. Review and prepare to summarize your table's answers to the large group.

1:30 – 1:40pm Reporter Summarizes Main Points to Large Group

1:40– 1:55pm Question #3: *What is your vision of a future Keizer you want to live in?*

- *"Considering what we heard from the first two questions, what is your vision of a future Keizer you want to live in?"* Write down everything that is said.

1:55– 2:10pm Question #4: *What can be done to achieve your vision?*

- *"Now that we know what our vision of a future Keizer looks like, what are some things we can do to get there?"* Write down all answers. Review and prepare to summarize your table's answers to the large group.

2:10 – 2:20pm Reporter Summarizes Main Points to Large Group

2:20 – 2:30pm Conclusion

- Thank all the students at your table.

Table Discussion Notes

Question 1: What do you like best about living in Keizer?

Table One:

- Small
- People know each other
- Quiet
- Secluded
- One high school
- Keizer station is a positive
- Park
- Clean/lot of volunteers
- Traditional – Iris festival
- Courthouse – gyms
- Space
- Good landscape
- One key road
- Coffee places
- Skate park
- Not too big
- Not too much traffic
- Local
- Community feel – support for school

Table Two:

- Small town feel
- It's growing
- Very clean (clean streets)
- Nice people
- Trees
- Modern buildings
- Keizer station
- Skate park



- Places are close (Portland)
- Crime is low
- Feel safe
- Nice police
- Give money being used for the art to the Keizer food bank to benefit the homeless people – who cares if Keizer is pretty if we have hungry people?

Table Three:

- Knowing a lot of people
- Easy navigation
- Peaceful
- Parks
- Trying to make better
- Iris festival
- Bigger than some towns
- Good neighbors/citizens
- Advertisement for parks and stuff
- Weather

Table Four:

- Small community
- Good stores
- Good assortment of fast food places
- Tony's Kingdom of Comics
- Target
- 7-11
- Radio Shack
- Recreational opportunities
- Can walk anywhere
- Pretty, scenic city
- Keizer station
- Golf course
- Bowling alley
- Video rental stores
- Nail/hair salons



- Goodwill
- Baskin Robins

Table Five:

- Peaceful
- Small
- Highly conservative
- Good location
- Good water
- Nice people
- Spirit/pride
- Iris parade
- More tradition
- Everything is close

Question 2: What would make Keizer a better place?

Table One:

- More productive things to do
 - keep kids out of trouble
 - not go home and do drugs or party
- Bigger library
 - More opportunity to learn
- Community center
 - Give kids a place to hang out that's safe
 - Will create programs to keep kids out of trouble, especially during the summer
- Electronic store
- Movie theatre
 - Small, like Northern Lights/Drive-in
- Restaurants
 - Create more jobs for teens
 - Family-based... nice but cheap
- Outreach to less nice areas
- Improvements on school

- Parking lot – potholes
- Most kids, smallest school – expand
- Dances

Table Two:

- Keizer Station
 - Better stores
 - Shopping stores
 - More variety (no fast food)
 - Movies
 - Places to hang out (e.g. game center, swimming pool, YMCA, water park)
- Better library
- Indoor soccer or sports center
- Remodel McNary
 - Pave parking lot, fix leaks
- Better restaurants – Red Robin
- Bike trails
- Tourist attractions
- Different energy sources (more jobs)
- Less homeless people

Table Three:

- Laser tag
- Finishing advertisement for parks & stuff
- Movie theatre
- More job opportunities
- New school
- Having more people out/more school activities
- Water park
- Drive-in movie theatre
- Public pools
- Mall – hot topic
- Signs to find things
- Library



- Attraction to make Keizer more known
- Theme parks
- Arcade
- More family stuff/family restaurants
- Bowling
- More adult involvement in school/youth activities
- More business sponsoring
- Fundraiser

Table Four:

- Rave club
- Nowhere to go
- Movie theatre/Drive-in
- Mall
- Get rid of statues
- Replace old stores with modern stores
- Urban outfitters
- American Eagle
- American Apparel
- Wet Seal
- Baby Phat
- Hot Topic
- Repair tennis courts /softball fields
- In n' Out Burger
- Hooters
- More sit-down restaurants
- Put a Disneyland in

Table Five

- More animated
- More entertainment
- More variety of fast-food restaurants
- More youth targeted stores
- Lawless community



- Family oriented places
- We need a mall
- Small concert hall
- More community service opportunities to get youth involved
- Efficient public transportation
- Swimming pool
- Prison

Summary of Questions 1 & 2:

Table One (only):

- Small, quiet, and family appeal. Having places like a community center, movie theatre, restaurants, and more jobs to keep kids out of trouble. Improving the school, especially parking lot, and to expand it. Like the sense of tradition.

Question 3: What is your vision of a future Keizer you want to live in?

Table One:

- Safe, clean, and modernized
- Still small, but with more businesses
 - Restaurants, movie theatres
 - Youth centers, etc
- Another gym center like courthouse, but cheaper
- Community pool/aquatic center (cheap)
- Things to do that are low cost, but not bring down town
- Have a smaller movie center
 - Northern Lights
 - Drive-in
- Solid businesses
- Good, and more job options
- Keeping the “homey”, “clean” feel
 - Plants
 - Waterfall
- Have a small, yet good library
- Homework help time in community center with computers – open for multiple hours

- More improved school that matches the community feel
 - One school, expanded
- We should have the MAX come here
 - Easier, cheaper transportation
- More parks like Keizer rapids

Table Two:

- Maintain cleanliness
 - Keizer Station
 - More variety
 - Intrigued to pull off freeway
 - Not trashy looking (we want Bridgeport-esque)
- Community Center
- Good schools
- Keep modernizing
- Public transportation
- Bigger
- No factories
- More jobs
- Doing improvements when needed
- Free wireless internet

Table Three:

- Cleaner
- Good city
- Less crime
- Less drugs
- More city feeling
- More home, country feeling
- Gilmore girls: stars hollow
- Want to stay to settle down with family (family town)
- People walking out (not looking so empty like a desert)
- More pretty
- Animals



- Community involvement

Table Four:

- More improved cars such as flying cars
- Green community (environmentally friendly)
- High rise buildings
- More accepting of all lifestyles
- Industrial buildings
- Expand Keizer to make it a metropolitan area
- Another high school
- A college or university
- Professional teams
- Underground transportation
- Better law enforcement
 - Faster

Table Five:

- Recreation
- Less housing
- A vast sea of grasslands
- Green-ecofriendly
- Less trees/cats/morphine
- More people
- Rebuild schools
- More opportunities for jobs for teens
- University of Keizer
 - Economical
 - Would grow population
- More entertainment
- Clean
- Government housing for lower income families



Question 4: What can be done to achieve your vision?

Table One:

- Contributions from businesses and people to make buildings and improve schools
- Programs like Keizer Compass Youth Vision Forum
- Build community center and other businesses
- People make a commitment/have a unified vision
- Stop vandalization
- Take the step to say what you want
- Set a good example to other students
- Reach out to all ethnicities
- Help sustain bus systems
- Start a basic fund, donations and volunteering

Table Two:

- City funds to do what we want
- People with money to be involved
- More community involvement and outreach
- Organized work efforts
- Invest in alternative energy (solar, wind)
- More sport activities
- Invest in people not wire sculptures

Table Three:

- More activities/even as a city
- Squirrel feeders
- Get out and walk and encourage others
- Engineering
- Career building
- Trash cans
- Job opportunities
- Plant more trees
- School participation
- Public transportation

- Our future strays us away from Keizer

Table Four:

- Funding
 - Impose a tax to help pay for improvements
- Big airport
 - More people will see the city
- Build more houses and schools
 - Good quality yet affordable
- Develop a central, downtown area of Keizer
- Adopt testing to measure things such as smog
- Make laws that protect the environment
- Promote different lifestyles so that people will be more accepting of them

Table Five:

- Community Service Projects
 - Make parks, for youth, by youth, clean, improve
- Pay for it
- Entertainment
 - Brings in more revenue to pay for better improvements
- Taxes to make community improvements
- Electric cars/green transportation
- Free labor – inmates

Summary of Questions 3 & 4:

Table One (only):

- Still small and have the same appeal, but with a community center. More recreational parks. More programs like Keizer Compass Youth Vision. Have people reach out – give to get. Set good examples. Set up basic fund. Keep good landscape. Expand our high school but keep one.

How can other young people be involved in the Keizer Vision?

- Establish a permanent group such as a Youth Advisory Committee
- Continue to reach out to students
- Feed them – Pizza
- Have students take the community survey

Appendix E: Community Forum One Results

Keizer Compass

Community Forum One

February 26, 2009 5:30 – 9pm

McNary High School Cafeteria, Kelzer, OR

Agenda

5 – 5:30 pm	Registration/light refreshments
5:30 – 5:45 pm	Welcome and Overview ▪ Greetings – Mayor Lore Christopher ▪ Introduction – What is a community vision? – Elaine Cogan – What are we doing: why? – Process and timeline
5:45 – 6 pm	Community Survey ▪ Overview – Daniel Christensen ▪ Summary ▪ Questions
6– 6:45 pm	Small Group Exercise ▪ What do you like best about living in Keizer today? ▪ What would make Keizer a better place?
6:45 – 7:15 pm	Report – Youth Engagement Forum ▪ Student presentation – Mason Grine, Victoria Hokanson, Jake Hunter, Sarah Park, Dakota Saunders
7:15 – 8:30 pm	Small Group Exercise ▪ Looking ahead to the year 2029, what is your vision of a future Keizer you want to live in? (be as specific as possible) ▪ Prioritize top 3-5 visions ▪ What are our challenges and opportunities to realizing our priorities?
8:30 – 8:55 pm	Reports
9 pm	Complete questionnaire/Adjourn

Keizer Compass

Community Forum One

February 26, 2009

SMALL GROUP DISCUSSION RESULTS

Group	What do you like best about living in Keizer today?	What would make Keizer a better place?	Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?	Prioritize top 3-5 visions	What are the challenges and opportunities to realizing our priorities?
Blue	COMMUNITY/LIVABILITY - Close community feel - Town life - Community spirit - Small town feel - Good value - Affordability - Family oriented - Location, Location, Location, Location, a lot of things - Lots of friends in Keizer - Opportunities to get involved, Volunteerism - Community involvement - Public safety - Community activities - Local businesses - Friendly neighbors - Good neighborhoods	TRANSPORTATION/INFRASTRUCTURE - Better roads, More through roads, More than one N/S or E/W corridor. - Quinaby I-5 interchange, Quinaby Road onto freeway goes Wheatland across river & to 99, I-5 access, Better I-5 access. - Time the signals on River Rd - Sidewalks to all schools RECREATION/RESOURCES - Movie theatre - Library, Library services. - Enlarge or relocate the museum. - Better utilization of Willamette River - More jobs in Keizer, Living wage jobs in Keizer. - Keeping to one High School - Family recreation - Marie Doran Park PUBLIC SAFETY	- Transit/ Light Rail/ Bus Center together - Pedestrian friendly walkways on all roads - Improved I-5 access and exit - Library - Recreation/Aquatic center - Cultural/Art/Music center - Hospital - Manufacturing/Business Center - One High School - Instead of pedestrian way put in road to Kroc Center - Bridge over Willamette	- Transit/ Light Rail/ Bus Center together - Pedestrian friendly walkways on all roads - Improved I-5 access and exit - Library - Recreation/Aquatic center - Cultural/Art/Music center	

Group	What do you like best about living in Keizer today?	What would make Keizer a better place?	Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?	Prioritize top 3-5 visions	What are the challenges and opportunities to realizing our priorities?
		- One Fire District (KFD) GROWTH - Room to grow. Decide growth/no growth (UGB)			
Red	LIVEABILITY - Small city - Small community feel - Community identity - Friendly - Hometown feel - Neighbors helping neighbors - Weather/climate - Proximity to Salem/Portland - Near green spaces-agriculture - Youth sports/activities - Parks COMMUNITY INVOLVEMENT - Volunteers getting things done - Positive civic relationships - Community involvement - People working together LOCAL GOVERNMENT - Great fire dept. - Progressive/action oriented government. - Responsible government - New city hall - Interactive government - New civic center BUSINESS COMMUNITY - Great business community - Convenient stores and	INFRASTRUCTURE - Modernize infrastructure - Commuter rail and transit center - Reduce traffic congestion - Alternative transportation modes - New freeway ramps - UGB expansion - Walkable River Rd. - Finished curbs and sidewalks - W.E.S. extended to Keizer ECONOMIC DEVELOPMENT - More family wage jobs - More assessed valuation - More business and industry - Prosperous River rd. district - Family restaurants - Fine dining restaurants - More entertainment venues - A city center PUBLIC SAFETY - Crime deterrence - More neighborhood watch - More career staff for fire/Police - Strong neighborhood - Improve safety UGB	- A "green" public transportation system that reduces personal auto use and mitigates traffic efficiently throughout the city. - An environment enriched by clean air and water with eco friendly green spaces-trees, parks, walkways and bicycle paths. - A community where public safety is expressed and displayed. - A city center with city hall as its hub. - Community centered with lots of volunteerism - Development that goes up instead of out with mixed use. - Services that encourage and cater to seniors-transportation, medical, walking areas, easy and convenient shopping, restaurants - Improved school system, additional high schools and new elementary schools - Well developed and	- A "green" public transportation system that reduces personal auto use and mitigates traffic efficiently throughout the city. - An environment enriched by clean air and water with eco friendly green spaces-trees, parks, walkways and bicycle paths. - A community where public safety is expressed and displayed. - A city center with city hall as its hub.	

Group	What do you like best about living in Keizer today?	What would make Keizer a better place?	Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?	Prioritize top 3-5 visions	What are the challenges and opportunities to realizing our priorities?
	shopping INFRASTRUCTURE - Transportation hub of future - Clean and well maintained roads - Easy to navigate SCHOOLS - Youth sports and athletics - Great schools - Good schools	- Restrict growth (acreage) - Expand UGB ARTS/SPORTS/LEISURE ACTIVITIES - New Library - More arts and culture activities - Major destination activity - Make Keizer Heritage more stable - More youth services - Better bike and walking paths - Develop a recreation district - Community aquatic center - Make museum a resource for education REAL DREAM! - Lower taxes	maintained parks and rec areas - Non-retail jobs - Affordable housing		
Orange	SENSE OF COMMUNITY - Liked the neighborhoods & friendliness of neighborhoods - The size of the community with a "small" community feel - It has a community identity - Low crime rate & sense of pride - It's diversity is growing - Cleanliness PUBLIC SERVICE & SAFETY - Excellent public services-police & fire - Great customer service	CITY - Beautification of city -not just north end of town - City sidewalks - Robust bicycle lanes - Finish River Road Art - Downtown/core area - Clean up empty lots "City recreation director/volunteer coordinator added to staff" - Preservation of neighborhoods - Promote affordability of community - Follow through on visioning process	- Responsible managed growth - The potential risks for this happening are special interest groups - Cooperative efforts of neighboring communities - Fear of growth and change - Public Transportation-a North/South Light Rail concept - The potential risks for this happening is lack of intergovernmental cooperation funding - New	- Responsible managed growth - Public Transportation-a North/South Light Rail concept - New Manufacturing/Business Opportunities (high skill/wage jobs) - Development of City Core Area (downtown concept) - Modernization of schools	- Responsible managed growth - Public Transportation-a North/South Light Rail concept - New Manufacturing/Business Opportunities (high skill/wage jobs) - Development of City Core Area (downtown concept) - Modernization of schools

Group	What do you like best about living in Keizer today?	What would make Keizer a better place?	Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?	Prioritize top 3-5 visions	What are the challenges and opportunities to realizing our priorities?
	- Access to services such as stores, restaurants, salons, etc. - Cleanliness of Fire Department - Accessibility to city officials - Community service - Service clubs - Calm (as in not hectic) & safe VOLUNTEERISM - Kindness - Sense of volunteerism - Great participation from citizens LIVABILITY - Youth programs - Parks and recreational opportunities - Keizer Rapids Park, dog park & amphitheatre - Great schools - Proximity to Portland & Salem - Small Business Climate - Weather	RECREATION/RESOURCES - Upgrade/update parks-more user friendly - Bathrooms in parks/water fountains - Completion of Keizer Rapids Park - Indoor sports complex for kids & adult usage - Outdoor & indoor tennis courts - Movie cinema GROWTH-BUSINESS - Responsible managed growth - Contain sprawl - Keep business local, keep businesses in business - New north/south arterials - Retain current anchors in strip malls SERVICES - Movie diversity in restaurants - Newer schools-updating - Quality of retail shopping - Quality of grocery shopping-current stores not keeping up with the needs of community.	Manufacturing/Business Opportunities (high skill/wage jobs) - Development of City Core Area (downtown concept) - Keizer is suburban sprawl. It did not start with a downtown concept - Modernization of schools - Funding - Future growth to support schools		
Green Green	PUBLIC SAFETY - Sense of protection living in a small city - Safe feeling - Low crime rate - Community feel LOCATION	TRANSPORTATION - High speed commuter rail to Wilsonville - Alternative north/south routes - A second north/south road	- Expand the Urban Growth Boundary - Managed growth to the north which will provide jobs, living space and green space - Continue being a bedroom	Expand the UGB. Managed growth to the north which will provide jobs, living space and green space. Continue being a bedroom community to Salem and	- Receptive lawmakers - Regulatory influences by others (i.e. Salem controls our UGB) - Apathy - Money - Having the population

Group	What do you like best about living in Keizer today?	What would make Keizer a better place?	Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?	Prioritize top 3-5 visions	What are the challenges and opportunities to realizing our priorities?
	- Access to Salem, Portland, coast, mountains, etc. - It's not Salem! - Living close to Salem, Portland, etc. with options for many activities, but not having to pay for them GOVERNMENT - Proactive Leadership - Low taxes - Great mayor, keep Lore as long as possible as mayor - Great police and fire departments RECREATION - Activities available for all people of all ages throughout town - Short drive to many recreational opportunities TRANSPORTATION - Not much traffic SCHOOLS - Like McNary High School - Many good classes to choose from at McNary (could use a few more, however) - Feel safe attending classes at McNary LIVABILITY - Great small city feel - Friendly - Citizens help one another - Support local businesses - Citizens volunteer in the	- Improve pedestrian friendliness within community sidewalks - More bike paths - Improved traffic signal system - Pathways to improve connection to Willamette and streams in the city - Connected multi use pathways (alternate use) For pedestrians/bikes to connect to parks GOVERNMENT - High tech library - Look for re-zoning opportunities - City council needs more respect for neighborhoods. Do not put unwanted business in a residential area. - Have more interest in city businesses - Keep taxes low - Expand UGB. Have more land for living space and jobs JOBS - More manufacturing - Living wage jobs - More tourist opportunities - Create additional job opportunities SCHOOLS - Less crowded - A swimming pool at	community to Salem and Portland. Emphasize this in selling Keizer to people - Create open space as the UGB is expanded. Have park land and farmers market opportunities set aside - Connect park land and open space in expanded UGB with system of bike and pedestrian trails. - Be a destination - Have facilities for youth and adult sport activities - Be a gateway to the mid valley - Mass Transit - Encourage additional mass transit - Be more European like (more rail and bus transit with in Keizer and to Salem/Portland) - Have pedestrian pathways - Allow golf carts on the road for transportation to grocery store - Keep Keizer as it is today - Encourage development of nuclear power, use this power in Keizer - Have a second high school. Reduce crowding in schools - Have environmentally friendly industry	Portland - Be a destination. Have facilities for youth and adult sports activities. Be a gateway to the mid valley. - Encourage more Mass Transit. Be more European like (rail and bus), have pedestrian pathways and allow electric vehicles such as golf carts on the road for use in excursions such as grocery shopping.	density to support mass transit Having the expertise to make all of this happen

Group	What do you like best about living in Keizer today?	What would make Keizer a better place?	Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?	Prioritize top 3-5 visions	What are the challenges and opportunities to realizing our priorities?
	- city - Like the Iris Festival - Having park land and open spaces - Youth and families shine	- McNary - Healthier food/life choices - More cleanliness in city and schools (more trash cans, hand sanitizers, recycling bins) IDENTITY - Keizer as a gateway city to valley, coast, mountains - Develop sports fields and facilities. Promote Keizer as a place for youth and adult activities	- Have a second interchange off I-5 - Be more self sustainable - Improved transportation system, especially north/south route		
Blue Blue	PUBLIC SAFETY - Great Fire District - Keizer Police GOVERNMENT - Good government (City and Fire) - City cares about our image - City Hall is accessible - New City Hall – Community Center - Will let anybody run for office - Schools TRANSPORTATION - Bus – transportation - Access to/from Keizer COMMUNITY/ LIVABILITY - Quality of neighborhoods - Great place to raise kids - Community always trying to improve itself - Community spirit, pride, feel	RECREATION/RESOURCES - Sit down restaurants - Lighted sports fields/outdoor - Bigger housing lots - Medical center/outpatient center - Book store - Teen center - Parks & Rec district - Youth activity center - Recreational building - Tournament Town - Soccer - Baseball - Tennis - Basketball - Volleyball - Softball - Turf for football field at high school - More trees/ save old trees - Linear Park - Boys and Girls Club	- Clean and green - Small town feel - Redevelopment/cleanup (Southwest Keizer) - Tournament Town - Youth Rec Center - No UGB Expansion - UGB Expansion - Quality In-Fill - Senior Center - River Access/Development - Bridge to West Salem - Mass transit to Portland - Visitor Friendly Freeway Exit 2nd exit - Keizer Rapids expansion - Medical Center for seniors - Library - N/S Corridor	- Light Rail to Portland - Keizer known as Tournament Town (youth and adult sports) - Clean and green environment - Visitor (business) friendly freeway exit - New Willamette River Bridge from Parkway	Challenges: - Money - Government red tap - Community support Opportunities: - Community spirit - UGB expansion - Location for light rail

Group	What do you like best about living in Keizer today?	What would make Keizer a better place?	Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?	Prioritize top 3-5 visions	What are the challenges and opportunities to realizing our priorities?
	- Strong rotary program - Points of interest - Care about history - Pedestrian friendly - Friendly people - Youth friendly - Small community feel - Healthy emphasis - Location – city, beach, mountains - Livability with low taxes - Strong civic group BUSINESS - How business supports the community - Keizer Station – looks nice - Businesses support youth by hiring them RECREATION - Volcanoes Baseball - Baseball Park KYSA/KU - Keizer Rapids/Parks	location on other side of town - Movie theater - Performing Arts center - Handicap sports field – hard surface TRANSPORTATION & GROWTH 2nd North – South traffic corridor - Expand environmental quality oversight - Urban growth “managed” - Keep downtown viable MORE SHOPPING - Winco - Costco - Trader Joes			
Red Red	RECREATION - Keizer Rapids Park - Youth activities GOVERNMENT - Assessable city government - Not tangled in bureaucracy - Low taxes - Involved, active, response city government PUBLIC SAFETY - Safe, low crime	SCHOOLS - Maintain new schools & upgrade older ones NEIGHBORHOODS - Community development - Maintain livability and safety - Maintain urban growth boundary - Sidewalks everywhere - Street lights - Maintain neighborhoods TRANSPORTATION - Additional main roads	- A city with a variety of living accommodation for seniors, accessible parks, etc. - Leaders who listen to youth and all segment of the population - Maintain or improve environmental quality water, air, land (Husbandry) - Maintain our small-town identity, values and traditions	- Support and maintain small local business - Maintain a “downtown” - Indoor and outdoor facilities/centers for youth activities - Residents have a variety of transportation including alternative, mass, public, light rail, bikeways, busses, pedestrian friendly - A beautiful parks system	

Group	What do you like best about living in Keizer today?	What would make Keizer a better place?	Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?	Prioritize top 3-5 visions	What are the challenges and opportunities to realizing our priorities?
	- Safe neighborhoods - No crime JOBS - Community development - Work with business - Opportunity for jobs - Maintain small local business - No big box SCHOOLS - Schools - Schools - Schools TRANSPORTATION - Not crowded - Well kept roads - Less traffic congestion then Salem LIVABILITY - Friendly - Good neighbors - Neighbors know and help each other - Friendly atmosphere - Small town feel - Local business friendly COMMUNITY - History - Iris festival - Neighborhood associations "Keep Keizer Livable" - Library - Keizer parks foundation - Neighborhood associations	- Road development for transit including sidewalks - Improve traffic flow - Mass transit - Better transit for Keizer - Mass transit - Mass transit - Bike and walking paths - Be able to walk across river road - More walking/bike paths GOVERNMENT - Government reach out to include diverse groups - More representative government (diversity) - More volunteers and leaders BUSINESS - Keep and increase small business, local business - Jobs - Jobs - Jobs - Local community business - No big box stores LIBRARY - More funds for library - Community library - Library SAFETY - Buy a ladder truck for commercial buildings (Renaissance Inn) TAXES - Keep taxes low - Raise TOT 1%	- Support and maintain small local business - Maintain a "downtown" - Indoor and outdoor facilities/centers for youth activities - Maintain pleasant and well maintained neighborhoods - Maintain "Neighborhood voice" in the community and government - A city government receptive to community ideas - Maintain Public Safety - Fire, Police, Public Education-CERT, Disaster Preparedness (Earthquake and Floods) - Citizen Education for Emergencies - Residents have a variety of transportation including alternative, mass, public, light rail, bikeways, busses, pedestrian friendly. - Maintain innovative schools appropriate to students - A library in Keizer serving all ages - More and greater variety in Fine Dining - Prosperous local businesses in a vibrant		

Group	What do you like best about living in Keizer today?	What would make Keizer a better place?	Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?	Prioritize top 3-5 visions	What are the challenges and opportunities to realizing our priorities?
	- Community involvement - Tourism - Volunteers ENVIRONMENT - Clean water - Good water - Water quality - Being green - Well kept City features - Number of parks and green space LOCATION - Near-by shopping - Proximity to hospital - Surrounded by country and berry fields - Gateway to beach or mountains	- Taxes to pay for improvements (earmarked) - Allow sustainable growth - Increase tax revenue PARKS - Indoor sports park - Public pool - Bike and pedestrian corridors (away from vehicles) - Fully developed park system - Parks for small children w/in walking distances IDENTITY - Keep Iris Festival at Keizer Station - Venues for art exhibits and music - Keep our sense of identity - Maintain history	downtown location - Heritage and history and art are ALIVE! - Planned growth maintains farmland in balance with city needs. - A city center serves as a hub for civic life - Top-notch facilities attract sports tournaments, arts, concerts, and serve the residents. - A beautiful Parks System.		
Orange Orange	COMMUNITY CHARACTER - Small town feel - Active churches - Long-term residents - Sense of history - Small businesses - Volunteerism RECREATION - Volcanoes - Parks - Youth sports - Iris fest - Dog park - Swim clubs - Willamette River	MORE SHOPPING - Winco - Trader Joe's - Costco - More & better restaurants - Gas at Safeway - Small specialty stores - And not just at Keizer Station CITY GOVERNMENT - Better cooperation with other local governing bodies (transit district, 24J, Salem, Marion County)	- Expand E-government access - Public safety that grows with the City - Satellite college campus in Keizer - Family wage jobs - Town square/Main Street/Downtown - Excellent water quality (including potable water, fire supply, storm water, watershed areas, Willamette River) "West Keizer" in Polk	- Improved/expanded medical facilities or a hospital - Quality education including free tutoring, additional job shadowing opportunities, grade school activities - Traffic flow solutions including beltline road from I-5 through Keizer to Hwy 22 and Hwy 221 via a third bridge at Pine Street or at a point in the future north Keizer,	

Group	What do you like best about living in Keizer today?	What would make Keizer a better place?	Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?	Prioritize top 3-5 visions	What are the challenges and opportunities to realizing our priorities?
	WATER (POTABLE) • Good safe quality • Protected funds • Good maintenance CITY GOVERNMENT • New city hall • Low taxes • City staff FIRE DEPARTMENT • Responsiveness • Fiscally responsible • Independent of City staff and council • Long term reliable involvement in community SCHOOLS • Go McNary • Good elementary and middle schools LOCATION • Freeway access • Willamette River access • Close to urban and recreation opportunities • Close to rural/farm settings • Moderate climate SHOPPING • Keizer Station • River Road	• Better lines of communication between city council and taxpayers • Develop on the water emergency/rescue response team (volunteers?) • "Do something with that water tower thing! It looks like a big blob in the sky!" INFRASTRUCTURE • I-5 interchange at Quinaby Rd • Sidewalks including bike paths especially near schools • North/south traffic flow solutions • Traffic plan that anticipates the expansion of the UGB • Expanding storm water system COMMUNITY AMENITIES/ ACTIVITIES • Library • Movie theaters • Community and/or high school indoor pool • Hospital • Parks Department • Town square • Expanded parks (community gardens, river access, river tours) • Green space • Youth activities (after	County via an expanded UGB and a bridge located between the sewage treatment plant and Sponge's Landing tied into a beltline intersection I-5 and Hwy 221. • An established separated Parks Dept • More green space • Iris Festival alive an well and close to "downtown" • I-5 interchange at Quinaby Rd • A vibrant River Road business district • A large regionally oriented aquatic center near I-5 A real sense of community connection to the Willamette River: • A maritime museum at Keizer Rapids park for the education and enjoyment of the history of the River in the region • Expanded public access points along the river as the UGB moves north • Promoting water sports • On the water nature/eco/ history/scenic tour business originating in Keizer • Overnight campsites • Appropriate River channel maintenance for	commuter rail from Eugene to Portland with a station and a park-n-ride at Keizer Station, additional north/south route(s) through Keizer, additional access points to McNary High School with traffic light at Chemawa Road. • Keizer's own school district while maintaining one high school • Government responsiveness as in a better effort to include the taxpayers before the City Council makes plans and sets agendas. Less ignoring, respectfully and thoughtfully include citizen input and efforts to volunteer and less power vested in the City Council and more with the advisory boards as elected positions. • The Library	

Group	What do you like best about living in Keizer today?	What would make Keizer a better place?	Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?	Prioritize top 3-5 visions	What are the challenges and opportunities to realizing our priorities?
		school, sports, music, art, mentoring, community volunteering) • More community wide events i.e. Iris Fest • Christmas tree lighting	expanded public use and connection to our municipal neighbors on the River.		
Green Blue	COMMUNITY • Community Oriented. • Small Town Feel. 2nd person agreed. • County Fee/Ag Areas; Close. • Center point to everything/perfect location/hour away to lots of things. • Low taxes. BUSINESS • Not overloaded with large businesses. • Diverse businesses. • Safe. RECREATION • Sports: youth and pro (minor leagues). • Recreational opportunities – cycling, etc. • River access. TRANSPORTATION • Lower traffic congestion compared to Salem. • Access for emergency responders.	TRANSPORTATION • Need north access need, e.g., Quinaby Rd. 2nd person agreed. • More north end development should be allowed. • More alternative N/S and E/W roads and connections before more growth. • Vehicle and ped/bike access to west Salem over river. • Need rail access to Portland area. PARKS AND PED/BIKE ACCESS • Need walking/biking trails/connections between city's parks. • Need to complete sidewalk systems in city and in urban growth areas. • Need more and better parks that are active use parks rather than open space. • Need easy access to river for elderly.	• We're the hub for active entertainment, e.g. winery tours, nature tours (Silver Falls State Park), Spirit Mt and Chinook Winds casinos, sports (tournaments). • Our parks are interconnected. Claggett Ck. Corridor. Sidewalks with green footprints painted on them take you to all the parks. Independent paths. Path along Willamette River and across to west Salem. • There is a new north access to the City – Quinaby interchange or frontage road along I-5 connecting Brooklake Road to Lockhaven. • We have a hospital. • Less reliance on auto leading to (1) transportation alternatives such as passenger rail connection, and (2) business changes that respond to people relying less on the auto.	• We're the hub for active entertainment, e.g. winery tours, nature tours (Silver Falls State Park), Spirit Mt and Chinook Winds casinos, sports (tournaments). • Our parks are interconnected. Claggett Ck. Corridor. Sidewalks with green footprints painted on them take you to all the parks. Independent paths. Path along Willamette River and across to west Salem. • There is a new north access to the City – Quinaby interchange or frontage road along I-5 connecting Brooklake Road to Lockhaven. • We have a hospital.	

Group	What do you like best about living in Keizer today?	What would make Keizer a better place?	Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?	Prioritize top 3-5 visions	What are the challenges and opportunities to realizing our priorities?
		- Need walking/biking bridge across river at Keizer Rapids Park with connection to new trail to Wallace Marine Park on the west side. COMMUNITY - Valuing and preserving/improving existing neighborhoods. - Library as part of community center idea – support for this and no support for it. - Center for destination activities; limo/wine tours, wine super store. - Arts presence. SPORTS - Tournament town/emphasize sports (youth and pro) - Specialized entertainment: hockey, min-golf, lacrosse, skate palace, tennis, disc golf, etc. ENTERTAINMENT AND RELATED - Nice restaurant. - Movie theater. - Kid oriented. - Soccer business. OTHER - Integration with Latino community. - Better communication of	- Haven't spread too fast. We've kept up with growth. We're retained small town feel. - Keizer is the place to be; tournament town and tourism. - More in-town recreation opportunities such as theater, skate rink, basketball, paths, tennis, access to river. - Continued sense of community with McNary H.S. is one element of the sense of community. - We've stayed a bedroom community and small business community. (We rely on tournament town and tourism jobs where people come here, spend their money and go away rather than live and work here.) - We have an artistic brand for the business community. Business doesn't become blah; it becomes artistic. - We have an identity (architectural or artistic). - We've taken advantage of our location (central point). - We have a community activity center for all age		

Group	What do you like best about living in Keizer today?	What would make Keizer a better place?	Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?	Prioritize top 3-5 visions	What are the challenges and opportunities to realizing our priorities?
		opportunities available in Keizer, e.g., knowing how many parks there are, where they are, and what is available at each one. - Green space. - Urban green space – green in downtown and on river road. - Tourism; be a destination – use sports as an economic generator and jobs generator. - Improved landscape and art on river road that is consistent all the way through town.	groups. - We have urban green space – downtown/river road. - There are niche based businesses. Nodes. - We have an electronic Library.		
Green Red	COMMUNITY/RESOURCES - Good schools - Small locally owned businesses - Close to Willamette River and parks - Volunteer orientated community - Iris Festival, community activities - Neighborhood associations TRANSPORTATION/ INFRASTRUCTURE - Rural roads and farm land	TRANSPORTATION/ INFRASTRUCTURE - Better ice and snow removal - Bridge to West Salem - More sidewalks - Pedestrian cycling bridge to Kroc Center - Bike racks at more businesses - Bike safe lanes COMMUNITY/RECREATION/ RESOURCES - More gathering areas - City square or plaza pedestrian orientated - Library - Wading pool at Claggett Creek - Citizen and community	- Further expansion of commuter rail lines to Keizer Station and Salem from Woodburn and Portland. - Retain green spaces - Fulltime fully paid fire department - Sidewalks on arterial roads - Transit center with varied size buses for local shuttles - Limited sprawl with 3-4 story condos in city center - limited UGB - Downtown civic center - open pedestrian square-library - Parks & Recreation Dept.	- Further expansion of commuter rail lines to Keizer Station and Salem from Woodburn and Portland - Retain green spaces - Fulltime fully paid fire department - Sidewalks on arterial roads - Transit center with varied size buses for local shuttles	

Group	What do you like best about living in Keizer today?	What would make Keizer a better place?	Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?	Prioritize top 3-5 visions	What are the challenges and opportunities to realizing our priorities?
		forums - More activities for youth GOVERNMENT/PUBLIC SAFETY - Less crime - More cooperation between Salem and Keizer Governments GROWTH - Keeping growth in check	- Maintain small town identity - Strengthen the street grid for pedestrian traffic - Solar panels on all city buildings - Center for youth activities in Keizer		

Group	What do you like best about living in Keizer today?	What would make Keizer a better place?	Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?	Prioritize top 3-5 visions	What are the challenges and opportunities to realizing our priorities?
Green Orange	SERVICES - New retail locations - Being able to shop close to home - Proximity to the services I use COMMUNITY - Small town atmosphere - Neighborhoods - Neighborly atmosphere - Small town feel - Community pride - Involvement by families - Close to I-5 GOVERNMENT - Steady property values - Low property tax rate - Low taxes - Efficient fiscal policy - McNary High School - Good schools - Great public services - Schools - Small, volunteer government RECREATION - Volcanoes Stadium - Volcanoes rock! - Professional sports - Youth sports - Willamette River - Access to mountains and ocean - City parks - Close to large metro area and geographic features	- Library - Local TV station - City-wide wireless - Parks and Recreation Dept. - Trader Joe's - Keizer's own building department (permits, etc.) - More business friendly - Distinct and identifiable downtown district - River access - Turn dikes into public walkway LONG-RANGE PLANNING - Transportation - Infrastructure - Schools (where? what?) - Traffic - Zoning - Additional freeway access - Recruit light industry - UGB expansion	- Salem Parkway will be lined with retail outlets - Resources will dictate how Keizer grows - Office parks and light industry added to mix - Technology will also dictate how Keizer grows (telecommuting, etc.) - Aim for light rail from Portland to Eugene - Expand UGB to include Brooks - Keizer Station built out with sit-down restaurants - Population will probably be the same ethnic mix as today - Government will continue to be largest employer in the region - Community center/aquatic center 2nd high school - Jump I-5 and annex land east of freeway - Wheatland Ferry replaced by bridge - Willamette Crossing bridge in process of construction	- Expand Urban Growth Boundary to include Brooks - Salem Parkway lined with retail outlets - Office parks and light industry added to mix - Technology will dictate how Keizer grows - Resources will also dictate how Keizer grows	- Know what organizations have to stay in expansion in UGB, get advice - Expand UGB all at once, not incrementally - With leadership and vision sell idea of UGB and its benefits to naysayers - Obstacles to expanding: knowledge of the process, cutting thru red tape

Group	What do you like best about living in Keizer today?	What would make Keizer a better place?	Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?	Prioritize top 3-5 visions	What are the challenges and opportunities to realizing our priorities?
Blue Red	• Parks and Iris Festival • City Identity, strong sense of community • Home town/Small town feel • Good People, • Pride Spirit and Volunteerism • Family, Neighbors, • Volunteers: Fire Dept, Council, Service Clubs, Opportunities to volunteer and meaningfully contribute • Police • Low crime • Strong Real Estate Market (Held value in recession well). • Great location, Ideal Geography, near everything, on I5 on Willamette River • Close to Farmland, Country feel • Good Schools/ Teachers • Shopping Variety (finally) • Traffic: Easy Freeway access, easy to get around town low congestion, everything is close	• Higher quality building standards • Creation of a downtown • More commercial zoned areas • Fire Hydrants past Clearlake • More indoor recreation facilities • More sports fields • More Keizer Rapids Park Events • Theater • More eating options • More facilities for kids to enjoy (community center for kids?) • Cluster transportation facilities (i.e. transit, park and ride, light rail). • More residential and commercial land supply • More Greenways. • No Roundabouts • Another North South Corridor beyond River Road • No other North South Corridor beyond River Road • Connect and punch through roads, no more dead ends. • Sidewalks everywhere, especially Wheatland, access to Keizer Station, Clearlake,	• Youth and Adult recreation and activities • More youth and adult sports fields and indoor and outdoor facilities • Night life • Development of parks and trails (including bike trails and waterway trails along Willamette and Claggett Creek) • A theater • Community center for high school kids, etc. • A real core downtown between Chemawa and Dearborn Road (two of four dots) • Better Road, easy access to I-5, freeway access ramp, wider roads on 35th and Perkins and Wheatland Roads • Growth smart sustainable well planned UGB expansion (but another member as very afraid of growth and number one issues for them was to keep Keizer the same. (not grow much) • Crime Keep crime low	• First Priority: More Fun Stuff: (three out of four dots) Youth and Adult recreation and activities. This category includes more youth and adult sports fields and indoor and outdoor facilities. Night life, development of parks and trails (including bike trails and waterway trails along Willamette and Claggett Creek, a theater, community center for high school kids, etc. • Second Priority A real core downtown between Chemawa and Dearborn Road (two of four dots) • Third Priorities (one dot each, no order of preference). ○ Better Road, easy access to I-5, freeway access ramp, wider roads on 35th and Perkins and Wheatland Roads. ○ Growth smart sustainable well planned UGB expansion (but another member as very afraid of growth and number one issues for them was to keep Keizer the	

Group	What do you like best about living in Keizer today?	What would make Keizer a better place?	Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?	Prioritize top 3-5 visions	What are the challenges and opportunities to realizing our priorities?
		▪ Pedestrian Access to Kroc Center ▪ More Bike Lanes/ Paths		same. (not grow much). o Crime Keep crime low	
Blue Orange	LOCATION ▪ Near Wine Country ▪ Centrally located ▪ Good I-5 Access ▪ Proximity to Portland GOVERNMENT ▪ Police and Fire protection good ▪ Secure-Low Crime ▪ Low Tax Base ▪ Innovated Government ▪ Voice in Politics ▪ Great City Staff (Especially Planning and Public Works) ▪ Good School System (2) ▪ Good Elected Leaders TANGIBLES ▪ Iris Festival ▪ Little Traffic ▪ Local Paper ▪ Keizer Rapids Park ▪ Good Shopping COMMUNITY ▪ Small Town feel (2) ▪ Volunteerism ▪ Good Neighborhoods ▪ Community involvement ▪ Passionate Community ▪ Good Climate	VOLUNTEERISM ▪ Promote new social capital ▪ Broader Volunteer base ▪ Attract new civic engagement ▪ Term limits on Volunteer committees ▪ More active neighborhood associations ▪ Incentives for front porches ▪ Neighbor programs to make voices heard and heeded ▪ Community festivals PARKS/COMMUNITY ▪ More usable river frontage ▪ Library ▪ Access to natural resources ▪ Linear parks (connectivity between) ▪ More parks ▪ Community Recreation Ctr. ▪ Indoor recreation programs for kids ▪ Develop undeveloped parks ▪ Disc Golf ▪ More quality childcare and after school programs ▪ Boat launch and docks at	▪ Have new neighborhoods constructed around schools & parks w/ easy access to arterials and shopping - o connectivity between parks (linear layout) - o fully developed parks system w/ recreation facilities - o developed Willamette River Greenway (linear parks) - o cleaned-up Willamette River ▪ Encourage & embrace sustainable (not just 'green') growth/living - o Light rail connection to rest of Willamette Valley - o ? bullet train through state to Portland - o Energy efficient public facilities & new residential/commercial development ▪ Have year-round schools for efficient education of youth ▪ Have upgraded relationship between public transportation & school buses (more		

Group	What do you like best about living in Keizer today?	What would make Keizer a better place?	Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?	Prioritize top 3-5 visions	What are the challenges and opportunities to realizing our priorities?
		KRP ▪ Neighborhood recreation facilities ▪ More gathering places (coffee shops, rec facilities) TRANSPORTATION ▪ Commuter Rail to Portland (2) ▪ Better access to I-5 ▪ Better access to Lancaster Dr. ▪ Trolley through Keizer ▪ Better arterial traffic system in Keizer DEVELOPMENT ▪ Walkable community ▪ Affordable housing ▪ Industrial "shovel ready" land ▪ More attractive River Rd. (clean up signage) ▪ Sidewalks & curbs on all city streets (2) ▪ Neighborhood/housing development around parks & schools ▪ Ask the question, "does this development consider a high quality of life as a driving force/value?" ▪ Sustainable development (LEED standards, low flow, "green") & promotion of sustainable development ENVIRONMENT ▪ Reduce fast food litter	efficient for traffic & pollution) ▪ Incorporate alternate transportation (electric, bikes, cars, seaway, etc) ▪ Have the beginnings of a "Keizer downtown" ▪ Support more industry (traded sector) w/ living wage jobs, professional employment, industrial/labor... ▪ Have after-school programs & facilities for kids ▪ Have a vibrant Iris Festival (community tradition continues) ▪ Have an infrastructure to support youth sports ▪ Will have a "business district" that comprises downtown, replacing River Rd's retail. Retail would possibly relocate off of River Rd.		

Group	What do you like best about living in Keizer today?	What would make Keizer a better place?	Looking ahead to the year 2029, what is your vision of a future of Keizer you want to live in?	Prioritize top 3-5 visions	What are the challenges and opportunities to realizing our priorities?
		- Promote "green" lifestyles - Zero tolerance for the use of plastic bags - Police/Fire drive hybrids RETAIL SERVICES - Cheaper groceries - Trader Joe's - Cheaper Gas - Movie Theatre - Better restaurants			

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Keizer Compass

Community Forum One

February 26, 2009

COMMENT FORM RESULTS

Thirty-one of the approximately 67 attendees at the forum completed the written questionnaire. The questions and their answers follow.

1) In regards to the agenda of today's Community Forum, please rate the following on a scale of 1 to 5, 1 least useful; 5 most useful to you in thinking about a 20-year vision for the City of Keizer.

- Mayor's remarks: *average 3.3*
- Summary of survey results: *average 3.7*
- Remarks from youth: *average 4.9*
- Small group discussions: *average 4.7*
- Community Profile: *average 4.1*

2) What factors related to a vision for Keizer are most important to you?

- Schools, livability, local government
- Develop/maintain an identity independent of Salem
- Self-sufficiency of city in growth
- Develop a city center with real transportation options
- Preserving linking parkland and intact neighborhoods (limit urban growth boundary)
- Improving transit system including eventual commuter train and bike paths
- Civic Center with auditorium, library and gathering plaza
- Preserve surrounding farmland
- Environmentally healthy city
- More walking/biking paths/parks
- No growth policy, do not expand UGB
- Controlled growth with positive environmental impacts
- Viable transportation – light rail, buses, walking paths
- Youth center for kids
- Top notch facilities for sports, concerts, etc
- Planned growth maintained to keep city atmosphere, local business
- Human scale, small town, livability
- Things for our youth and adults to do
- Keizer as a destination for recreation fields/facilities
- Managed growth north – great opportunity to do things differently
- Alternate transportation venues
- Jobs created
- Growth
- Library
- Transit
- I-5 access



- Youth sports center
- Teen rec center
- Mass transit to Portland
- Redevelopment of South Keizer
- Upgrade existing parks: turf, lights and bleachers
- Plan to move people from place to place – more bus/mass transit
- Keep it green – no growth
- Compact living areas
- Keep city government attuned to what citizens want.
- Rapid transit
- Expansion of UGB, but with responsible growth
- Tap into I-5, 2nd exit, pull money in to support jobs/business
- Tournament town – soccer, basketball, baseball, softball, if you build it they will come
- Transportation (bus, rail, auto, bike)
- Library
- Green space preservation
- The livability of the city and future growth
- The most important thing to me is education for students in the future. They should have free tutoring/help with subjects we don't understand. Also they should make a program to help students in the future transition from high school to college, in terms of test-taking skills, how to transition into the successful life of college, keeping grades up, etc.
- It is important to me because talking about our future is important later on in the years because this is going to be somewhere where I'm going to be living in and it has to be a place that's safe and where it's a place that people would actually want to live in, and hopefully our discussion about this will happen later on in the years.
- Master planning, controlled sustainable growth
- Small town feel, safety
- Alternative transportation modes and access options (additional North connection to freeway) to keep congestion down and community livable and small town feel. Better parks and bike/walking trails between parks (Claggett Creek Trail), walking/bike bridge over Willamette connecting to walking/bike paths through Polk County to Salem Parks.
- Keeping the small town feel, community oriented
- Keeping identity, smooth movement into and around the city, expanding green acres for all ages
- River access and activities
- Urban growth boundary – development pays for itself
- Crime rate
- Traffic – transportation
- Open process encouraging involvement

3) Are you Interested In participating In the next Community Forum, April 2? ____Yes ____ No Any specific subjects you would like to discuss further?

Twenty-two of the 31 attendees who completed the survey are interested in participating in the next Community Forum. Seven of the 31 stated they were not interested, two only because they would be out of town; one will come only if new topics would be discussed and one said this was “wonderful”,

but did not give a reason why he/she was not interested in the next Forum. Two of the 31 did not answer the question.

- Feasibility of future plans
- Starting process of expanding the UGB
- Establishing regional transportation plan
- How are we going to make it happen?
- Stop using text amendments for changes supported by City Council – use zone changes
- Review results of this meeting.
- Putting neighborhoods as a priority
- Staying a small town
- Controlled growth with positive environmental impacts
- Viable transportation – light rail, buses, walking paths
- Youth center for kids
- Top notch facilities for sports, concerts, etc
- Job growth, local businesses
- Future expansion of city limit, Keizer maintain youth activity centers
- Keizer as a destination for recreation fields/facilities
- Managed growth north – great opportunity to do things differently
- Alternate transportation venues
- Jobs created
- Vision results from web survey and this forum
- North/South Corridor
- West Salem Bridge
- UGB Discussion
- Infill regulations
- This was wonderful
- I would like to discuss changes/visions for the present/current time right now. Also, there should maybe be a discussion about different subjects specifically instead of visioning 20 years from now.
- I would like to talk more about the main subjects now, more of the ideas of people top picks so it will maybe act more to the middle of it so we could start working more towards that dream.
- How to achieve goals?

4) Anything else you would like to add?

- Good food, good people, good ideas
- Maintaining livability in the midst of commercial/industrial growth
- There is strong support for reducing motor vehicle traffic and improving other transportation options. What is the City Council going to do about it?
- This group process is excellent
- This was a great opportunity to be involved in the future of my city.
- Local government to stay in touch with city
- Good food and Jeff Cowan was a great discussion leader

- Thank you for asking
- Upgrade school facilities inside and out: technology and parking
- Keizer is unique in its community spirit but at some time it limits the vision that we can see i.e. traffic is not bad as compared to Seattle etc
- Shelly King did a super job (as discussion leader) keeping us on task
- This is a great process – keep it up
- A larger turnout would have been nice, but it was fun
- I hope that the “Keizer Compass” program will keep on going. I would definitely like to be informed about the next meetings. The “Keizer Compass” should also do community service projects, or something other to make our ideas more heard and successful.
- Since we’ve talked about our dreams, we should get to the main ones now, our top picks and start talking more towards that
- Great opportunity
- Increase in population – should be more dense, no more acreage growth. We need to grow vertically. Reduce traffic by increase in pedestrian/bicycle transportation. Impede traffic. Be part of the solution to global warming. Population growth – decline in middle class – spread the wealth. More senior services.
- I like Keizer the way it is now. I can’t comprehend changing it to become a bigger city when Salem’s soil touches Keizer’s soil now. We have the best of two worlds – a small town touching a much larger, four+ town. Plus 45 minutes drive to the largest city in Oregon. What could be better? Let’s just relax and enjoy our area as it is now.
- Wish this had been better attended, however 75 folks is nothing to be ashamed of



Keizer Compass

Community Forum One

February 26, 2009

COMMENT FORM

Name (optional) _____ postal or email address _____

Where do you live _____? How long _____ years? Work _____? How long _____ years?

1) In regards to the agenda of today's Community Forum, please rate the following on a scale of 1 to 5, 1 least useful; 5 most useful to you in thinking about a 20-year vision for the City of Keizer.

Summary of survey results	1	2	3	4	5
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Small group discussions	1	2	3	4	5
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2) What factors related to a vision for Keizer are most important to you?

3) Are you interested in participating in the next Community Forum, April 2? ____ Yes ____ No Any specific subjects you would like to discuss further?

4) Anything else you would like to add?

Thank you!

Please return today, or no later than March 5th, to Daniel Christensen, Cogan Owens Cogan by fax: 503/225-0224, or mail to 813 SW Alder Street, Suite 320, Portland, Oregon 97205.



Appendix F: Community Forum Two Results

Keizer Compass

Second Community Forum

April 2, 2009 5:30 – 9 pm

McNary High School Cafeteria, Kelzer, OR

Agenda

5 – 5:30 pm	Registration/light refreshments Participants sit at randomly assigned tables with discussion leader
5:30 – 5:45 pm	Welcome and Overview - Greetings – Mayor Lore Christopher - Introduction – purpose/agenda of Forum #2 – Elaine Cogan
5:45 – 6 pm	Results of First Community Forum - Overview – Daniel Christensen - Draft Themes and Vision
6 – 7:15 pm	Small Group Exercises One & Two - Discuss Draft Theme assigned to your table - What should be retained/changed/deleted/added? Why? - Review remaining Draft Themes; choose two for further discussion - Discuss: what should be retained/changed/deleted/added? Why?
7:15 – 7:30 pm	Break
7:30 – 8:15 pm	Small Group Exercise Three - Review Draft Vision - Should this be Keizer's Vision for 2029? - What should be retained/changed/deleted/added? Why?
8:15 – 8:55 pm	Summary reports from each group
9 pm	Complete questionnaire/Adjourn

Keizer Compass

Community Forum Two

April 2, 2009

SMALL GROUP DISCUSSION RESULTS

Group	Theme assigned to your table: What should be retained/changed/deleted /added? Why?	Theme chosen by priority to discuss. What should be retained/ changed/ deleted /added? Why?	2 nd theme chosen by priority to discuss. What should be retained/ changed/ deleted /added? Why?	Vision: What should be retained/changed/deleted /added? Why?
Blue	A Proud, Engaged Community: Change emphasis from "proud" or "pride" to an Active and strong spirited community. Our citizens support and celebrate our community. We enjoy... - Frequent opportunities to <u>appreciate</u> our unique accomplishments. - Active citizens with a <u>strong spirit</u> of volunteerism. - Programs and facilities that provide opportunities for <u>citizens of all ages</u>. <u>Our traditions and history</u>. <u>Easy access to information on local programs and facilities, volunteer opportunities and jobs.</u>	Quality Civic Amenities: Our civic amenities, cultural, entertainment and recreational facilities enhance the quality of life for all. We enjoy... - Diverse recreational facilities, such as entertainment and sports-related facilities. - High quality parks and green spaces and access to the Willamette River. - Community gathering places, including an identifiable downtown area, library and community / youth center. <u>Community focused virtual town square with wireless, internet, communication system where everyone can connect with each other, the city and the world.</u> <u>Tournament Facilities</u>	A Clean, Green Environment: We are a clean, hospitable community with good water, air and access to green and open spaces. We enjoy... - Sufficient land for outdoor recreation. - Clean drinking water, rivers and streams that support the local ecosystem <u>and protection of source groundwater.</u> - Programs and policies that encourage recycling and energy efficiency <u>and reducing waste in schools, businesses, residences, and throughout the community.</u> <u>Clean Green Jobs</u> <u>Clean local energy generation.</u>	In 2029, Keizer is a clean, safe, well connected community, where we live, work and <u>or</u> play. Responsible growth has resulted in local economic prosperity and quality, affordable housing, while preserving our community's small town character. We thrive from an efficient government, <u>low taxes and by doing the most we can with the resources we have and from the creation of facilities compatible with our new tournament town image.</u> We are an active, engaged community with a <u>strong proud</u> volunteer spirit.
Red	A Thriving Local Economy: We have a thriving local economy with strong businesses, diverse	Excellent Public Services: Our citizens are well-served by their public services, an efficient	Quality Civic Amenities Our civic amenities, cultural, entertainment and recreational	<i>Proposed Vision:</i> In 2029, Keizer is a clean, safe, well-connected community, where

Group	Theme assigned to your table: What should be retained/changed/deleted /added? Why?	Theme chosen by priority to discuss. What should be retained/ changed/ deleted /added? Why?	2 nd theme chosen by priority to discuss. What should be retained/ changed/ deleted /added? Why?	Vision: What should be retained/changed/deleted /added? Why?
	Industries and good jobs. We enjoy... - A variety of living-wage jobs in the city. - A diversified <u>economy that attracts and retains sustainable industries that are invested in the community.</u> - A range of goods and services for all. - Being a centrally located event destination. <u>High quality and well qualified work force.</u> <u>Global connections.</u>	government and a low tax base. We enjoy... - High quality public safety <u>that allows the community to be involved.</u> - Well maintained streets, <u>bikeways and pedestrian ways and roads</u> and other services, such as water, sewer, parks and recreational facilities. - A <u>pro-active</u> responsive local government. High achieving and well-funded schools. - Schools that prepare all students for successful futures.	facilities enhance the quality of life for all. We enjoy... - Diverse recreational facilities, such as entertainment and sports <u>related facilities.</u> - High quality parks and green spaces and access to the Willamette River. <u>Public Community</u> gathering places, including an identifiable downtown area, library and community/youth center. <u>Our vibrant art, heritage and cultural features.</u>	we live, work and play. Responsible growth has resulted in local economic prosperity and quality, affordable housing, while preserving our community's small town character. We thrive from an efficient government, low taxes and an active, engaged community with a proud volunteer spirit. <i>Corrected Vision:</i> In 2029, Keizer is a safe, clean, engaged community where we live, work, learn and play. We thrive from a partnership of government, business and community leadership.
Green Green	A Clean, Green Environment: We are a clean, hospitable community with good water, air and access to green and open spaces. We enjoy... - Sufficient land for outdoor recreation. - Clean drinking water, rivers and streams that support the local ecosystem. <u>Saving trees during growth/ building</u> - Programs and policies that encourage recycling and energy efficiency. "clean city" planned outings	Responsible Growth and Development: We have sufficient land for jobs and housing, while preserving our small town character through responsible growth and development. We enjoy... - An adequate land supply that provides local economic opportunities and accommodates the need for <u>additional a variety of</u> affordable housing. Compact and energy efficient development that preserves Keizer's small town	Quality Civic Amenities: Our civic amenities, cultural, entertainment and recreational facilities enhance the quality of life for all. We enjoy... - Diverse recreational facilities, such as entertainment and sports-related facilities. - High quality parks and green spaces and access to the Willamette River. - Community gathering places, including an identifiable downtown area, library and community/youth center. <u>Connection to community's</u>	In 2029, Keizer is a clean, safe, well-connected community, where we live, work and play. Responsible growth has resulted in local economic prosperity and quality, affordable housing, while preserving our community's small town character. We thrive from an efficient government, low taxes and an active, engaged community with a proud volunteer spirit. <u>Keizer is a place that has invested in healthy opportunities and the well-being of our youth. We have developed a healthy community engaged in</u>

Group	Theme assigned to your table: What should be retained/changed/deleted /added? Why?	Theme chosen by priority to discuss. What should be retained/ changed/ deleted /added? Why?	2 nd theme chosen by priority to discuss. What should be retained/ changed/ deleted /added? Why?	Vision: What should be retained/changed/deleted /added? Why?
	<u>(annual clean-up day)</u> – <u>Coordination of volunteer efforts to encourage maintenance of public green spaces</u> – <u>Community gardens</u>	<u>character.</u> ▪ <u>Centralized, compact, energy-efficient development that provides depth and one of potentially many "epicenters" in town.</u> ▪ Adequate infrastructure for current and future needs. ▪ <u>Development of people moving as part of infrastructure (bike lanes, sidewalks, etc).</u>	<u>history/past/heritage</u> ▪ <u>Community gathering places (theatre, art)</u>	<u>overcoming obstacles and rising to challenges.</u>
Green Blue	A Proud, Engaged Community Our citizens support and celebrate our community. We enjoy... ▪ Frequent opportunities to honor <u>appreciate</u> our unique accomplishments. ▪ Active citizens with a <u>strong</u> spirit of pride and volunteerism. ▪ Programs and facilities that provide opportunities for <u>youth</u> citizens of all ages.	Balanced Transportation Our residents have easy access to and from other places in the region and a variety of transportation options that enhance mobility and increase efficiency. We enjoy... ▪ Improved Interstate 5 access that helps visitors and commuters get to and from the city with ease. ▪ A variety of energy efficient options, including public transit, bicycle and pedestrian options, <u>and</u> rail service <u>and commercial airlines</u> to other communities. ▪ Sufficient and well maintained roads that control and mitigate traffic congestion.	Quality Civic Amenities Our civic amenities, cultural, entertainment and recreational facilities enhance the quality of life for all. We enjoy... ▪ Diverse recreational facilities, such as entertainment and <u>indoor/outdoor</u> sports-related facilities. ▪ High quality parks and <u>connecting</u> green spaces and access to the Willamette River. ▪ Community gathering places, including an identifiable downtown area, library and community/youth center.	In 2029, Keizer is a clean, <u>green</u>, safe, well-connected <u>progressive</u> community, where we live, work <u>and play or recreate</u>. Responsible growth has resulted in local economic prosperity and quality, affordable housing, while preserving our community's small town character. We thrive from an efficient <u>and receptive</u> government, low taxes and an active, engaged community with a proud volunteer spirit!

Group	Theme assigned to your table: What should be retained/changed/deleted /added? Why?	Theme chosen by priority to discuss. What should be retained/ changed/ deleted /added? Why?	2 nd theme chosen by priority to discuss. What should be retained/ changed/ deleted /added? Why?	Vision: What should be retained/changed/deleted /added? Why?
Green Red	A Proud, Engaged Community Our citizens support and celebrate our community. We enjoy... - Frequent opportunities to honor our unique accomplishments. - Active citizens with a spirit of pride and volunteerism. - Programs and facilities that provide opportunities for youth <u>to participate in civic government and provide their own sense of pride, spirit and volunteerism.</u>	Excellent Public Services Our citizens are well-served by their public services, an efficient government and a low tax base. We enjoy... - High quality public safety. - Well maintained streets and roads and other services, such as water, sewer, parks and recreational facilities. - A responsive local government. - High-achieving and well-funded schools. - Well coordinated government services that incorporate all taxing districts servicing Keizer.	Responsible Growth and Development We have sufficient land for jobs and housing, while preserving our small town character through responsible growth and development. We enjoy... - An adequate land supply that provides local economic opportunities and accommodates the need for additional affordable housing. - Compact and energy-efficient development that preserves Keizer's small town character. - Adequate infrastructure for current and future needs. <i>(no changes suggested, ok as written)</i>	<i>No changes suggested to the vision, ok as written</i>
Green Orange	A Thriving Local Economy We have a thriving local economy with strong businesses, diverse industries and good jobs. We enjoy... - A variety of living-wage jobs in the city. - A diversified economic base that attracts <u>emerging green or sustainable industries mixed use development.</u> - A range of goods and services for all. - Being a centrally located event destination. <u>Focus on something special such as sports tournaments, music</u>	Responsible Growth and Development We have sufficient land for jobs and housing, while preserving our small town character through responsible growth and development. We enjoy... - An adequate land supply that provides local economic opportunities and accommodates the need for additional <u>affordable housing options.</u> Compact and <u>Energy-efficient mixed use and commercial</u> development that preserves	Quality Civic Amenities Our civic amenities, cultural, entertainment and recreational facilities enhance the quality of life for all. <u>We focus on an artistic or central theme for facilities, events, and entertainment in order to make Keizer a unique place to visit.</u> We enjoy... - Diverse recreational facilities, such as entertainment and sports-related facilities. - High quality parks and green spaces and access to the Willamette River. - Community <u>gathering</u> places,	In 2029, Keizer is a clean, safe, well-connected community, where we live, work and play. Responsible growth has resulted in local economic prosperity and quality, <u>affordable mix</u> of housing, while preserving our community's small town character <u>and creating a unique community identity.</u> We thrive from an efficient government, low taxes and an active, engaged community with a proud volunteer spirit.

Group	Theme assigned to your table: What should be retained/changed/deleted /added? Why?	Theme chosen by priority to discuss. What should be retained/ changed/ deleted /added? Why?	2 nd theme chosen by priority to discuss. What should be retained/ changed/ deleted /added? Why?	Vision: What should be retained/changed/deleted /added? Why?
	<u>concerts, agriculture, win or microbrews, trains, etc.</u>	Keizer's small town character. Adequate infrastructure for current and future needs.	including an identifiable downtown area, library and community/youth center.	

Keizer Compass

Community Forum Two

April 2, 2009

COMMENT FORM

Name (optional) _____ postal or email address _____

Where do you live _____? How long _____ years? Work _____? How long _____ years?

1) In regards to the agenda of today's Community Forum, please rate the following on a scale of 1 to 5, 1 least useful; 5 most useful to you in thinking about a 20-year vision for the City of Keizer.

Summary of first Community Forum	1	2	3	4	5
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Reports to whole group	1	2	3	4	5
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2) What factors related to a vision for Keizer are most important to you?

3) Is there anything we did not discuss tonight that you would like to be considered in our 2029 Vision?

4) Anything else you would like to add?

Thank you!

Please return today, or no later than April 7th, to Daniel Christensen, Cogan Owens Cogan by fax: 503/225-0224, or mail to 813 SW Alder Street, Suite 320, Portland, Oregon 97205.



Keizer Compass

Community Forum Two

April 2, 2009

COMMENT FORM RESULTS

Nine of the approximately 31 attendees at the forum completed the written questionnaire. The questions and their answers follow.

1) In regards to the agenda of today's Community Forum, please rate the following on a scale of 1 to 5, 1 least useful; 5 most useful to you in thinking about a 20-year vision for the City of Keizer.

- Introductory remarks: *average 4.29*
- Summary of first Community Forum: *average 4.11*
- Small group discussions: *average 4.67*
- Reports to whole group: *average 4.88*

2) What factors related to a vision for Keizer are most important to you?

- Clean, safe, well-connected
- Keep it green and more green
- Restrict building to small buildings – green areas
- Would like City Council and Mayor to really listen and pay attention to citizens
- Most important to me is keeping Keizer safe and also keeping the Keizer spirit
- Livability
- Recreation opportunities
- Parks and pathways
- Close community – live, work, play, learn
- Communication from the City to its citizens, on job opportunities and upcoming events
- User friendly, multi-generational embrace

3) Is there anything we did not discuss tonight that you would like to be considered in our 2029 Vision?

- No, we covered it all
- I want NASCAR, too
- NASCAR
- What we're going to do to reach the goals we've been talking about
- Most everything was well discussed

4) Anything else you would like to add?

- No, we covered everything
- Just NASCAR, I love our "small town" Keizer and would love to build up, not out
- This was a wonderful opportunity to put in my input and represent the youth. I really enjoy events like these and would be delighted to participate more. Thank you.

Appendix G: Community Open House Results Summary

Keizer Compass

Open House Summary

June 9, 2009

Overview

Cogan Owens Cogan, LLC (COC), with assistance from Citizens Advisory Committee (CAC) members and City staff, conducted an Open House June 1, 2009, between 5 and 8 p.m. at the new Keizer Civic Center. The event was held in conjunction with a ribbon-cutting ceremony for the new facility.

Attendees were invited to review the draft 2029 Vision that had been crafted by the CAC after considering the results of two community forums. They also were asked to comment on Themes and implementation ideas printed on large posters. To indicate their preferences and level of support, each individual was given an envelope of dots to express the following:

- **Green Dot** = Agree
- **Yellow Dot** = Not Sure
- **Red Dot** = Do Not Agree

Due to the informal nature of the event, it was not possible to make an exact count of participants. However, we dispensed more than 250 voting packets of dots and some attendees asked for and were given more. Most placed one dot per element as requested although a few affixed more than one. It is our observation that this did not significantly influence the results.

Results were tabulated in two ways: 1) by the number of overall dots given to a particular element, expressed as “strength of response”; and 2) by assigned weight according to level of agreement, expressed as “strength of support”. Weight was assigned by the following: Agree = 3; Not Sure = 2; Disagree = 1. For each item, the weight was totaled and averaged by the number of dot responses to create an average weight. The level of agreement, or weight, is based on a scale of 3 to 1, with the higher number indicating a higher level of agreement or support.

Full voting results are provided in an Appendix to this summary.

Key Findings

There were no significant positive or negative comments on the Vision and generally high support for the Themes and implementation ideas. The following are key findings by Theme:

- **A Thriving Local Economy** is generally important to Keizer respondents; though, people may not agree on its level of importance. This Theme received the most number of dots overall, though it also received the second lowest support of all Themes. With that, support is predominantly in agreement.

- People agree that a high-quality, well-qualified work force, a range of goods and services for all, and a variety of living-wage jobs in the city are important.
- People strongly agree that fostering Keizer as a destination and creating a strong, diverse and resilient economic climate are important ways to realize the Vision.
- **A Proud, Engaged Community** is important to Keizer residents. It is the second-highest supported Theme overall.
 - People strongly favor the idea of promoting increased public engagement. It is the most highly-supported implementation idea overall, receiving no “disagree” votes.
 - People strongly agree with the importance of active citizens with civic pride and a spirit of volunteerism; programs and facilities that provide opportunities for citizens of all ages; easy access to information on local programs; and options to participate in local government.
- **Responsible Growth and Development** received the least number of votes overall, though support is relatively high. It is important to note that the Theme consisted of only three Sub-Themes, thus garnering less overall votes.
 - People highly agree that well-planned, mixed-use, energy-efficient development that preserves Keizer’s small town character is important. Specifically, they strongly agree that evaluating decisions regarding how future growth will impact the quality of life for Keizer is important. They also favor promoting more mixed-use development and redevelopment.
 - Residents are divided on the importance encouraging planning opportunities that reduce dependence on automobile use. It received the most dots among the items in this theme, but a lower level of agreement.
 - People are strongly divided regarding to expanding the Urban Growth Boundary (UGB) to accommodate the Vision of Keizer. It ranks lowest in the amount of “agree” votes overall, and received the highest percentage of “disagree” votes.
- **A Clean, Green and Sustainable Environment** is important to Keizer. This theme received the highest level of agreement overall.
 - People strongly favor an abundance of trees and greenery; clean drinking water, rivers and streams that sustain the local ecosystem and protect groundwater sources; sufficient land for outdoor recreation; and programs and policies that encourage recycling, reducing waste and energy efficiency.
 - Though generally supported, developing additional parks, recreational facilities, open spaces and river access rank lowest within this Theme as a way to realize the Vision.
 - While it is highly supported, promoting energy efficient governmental operations received the least votes within this Theme.

- **Balanced Transportation** is less important to Keizer residents overall. This Theme received the lowest support of all the Themes and the second least amount of votes. This may be due in part to its having three Sub-Themes.
 - People agree that sufficient and well maintained roads that control and mitigate traffic congestion are important. This is followed by a variety of energy efficient transportation options, including public transit, bicycle and pedestrian amenities and rail service to other communities.
 - Increasing bicycle and pedestrian infrastructure received the most number of votes within the Theme; though, support is divided with moderate agreement this is a way to realize the Vision.
- **Effective Public Services** has generally high support. High quality public safety received the highest support of all Sub-Themes overall. A responsive local government is also highly favored.
 - People strongly agree on prioritizing efficiency and effectiveness of public services in funding allocation.
 - Consistent with the city's volunteer spirit, people support leveraging and encouraging volunteer efforts in support of City services.
- **Quality Civic Amenities** is generally supported.
 - People strongly agree that high-quality parks, connected green spaces and access to the Willamette River are important.
 - People are divided on the issue of library facilities. It received the second-lowest overall support of all implementation ideas, followed by developing a new theater/art/cultural center.

Open House Voting Results

Themes

Rank By Strength of Response

A Thriving Local Economy	485	1
Effective Public Services	430	2
A Proud, Engaged Community	379	3
A Clean, Green and Sustainable Environment	333	4
Quality Civic Amenities	296	5
Balanced Transportation	274	6
Responsible Growth and Development	253	7

Rank By Strength of Support

A Clean, Green and Sustainable Environment	2.90	1
A Proud, Engaged Community	2.83	2
Effective Public Services	2.78	3
Quality Civic Amenities	2.63	4
Responsible Growth and Development	2.47	5
A Thriving Local Economy	2.43	6
Balanced Transportation	2.43	7

Sub-Themes

Sub-Themes by Strength of Support

Rank by Strength of Support

Effective Public Services	High quality public safety.	95	2.96	1
A Clean, Green and Sustainable Environment	An abundance of trees and greenery.	71	2.94	2
A Clean, Green and Sustainable Environment	Clean drinking water, rivers and streams that sustain the local ecosystem and protect groundwater sources.	91	2.92	3
A Proud, Engaged Community	Active citizens with civic pride and a spirit of volunteerism.	98	2.92	4
Quality Civic Amenities	High-quality parks, connected green spaces and access to the Willamette River.	104	2.90	5
A Clean, Green and Sustainable Environment	Sufficient land for outdoor recreation.	77	2.90	6
A Clean, Green and Sustainable Environment	Programs and policies that encourage recycling, reducing waste and energy efficiency.	94	2.83	7
Effective Public Services	A responsive local government.	80	2.83	8
A Proud, Engaged Community	Programs and facilities that provide opportunities for citizens of all ages.	96	2.82	9
A Proud, Engaged Community	Easy access to information on local programs and options to participate in local government.	102	2.79	10
A Proud, Engaged Community	Frequent opportunities to celebrate our unique accomplishments, traditions and history.	83	2.77	11
Effective Public Services	High quality water, sewer, stormwater management, parks and recreational facilities and other services.	77	2.77	12
A Thriving Local Economy	A high-quality, well-qualified work force.	72	2.75	13
Effective Public Services	Well maintained streets, bicycle and pedestrian pathways.	93	2.74	14
Responsible Growth and Development	Well-planned, mixed-use, energy-efficient development that preserves Keizer's small town character.	87	2.74	15
A Thriving Local Economy	A range of goods and services for all.	63	2.67	16
Effective Public Services	A collaborative relationship with schools that prepares all students for a successful future.	85	2.61	17
Balanced Transportation	Sufficient and well maintained roads that control and mitigate traffic congestion.	87	2.60	18
Quality Civic Amenities	Diverse recreational facilities, such as entertainment and sports-related facilities.	83	2.59	19
A Thriving Local Economy	A variety of living-wage jobs in the city.	86	2.49	20
A Thriving Local Economy	Being a centrally-located event destination.	71	2.44	21
Quality Civic Amenities	Community gathering places, including an identifiable downtown area, library and community/youth center.	109	2.39	22
Balanced Transportation	A variety of energy efficient transportation options, including public transit, bicycle and pedestrian amenities, and rail service to other communities.	100	2.35	23
Responsible Growth and Development	Adequate infrastructure for current and future needs.	84	2.35	24
Responsible Growth and Development	An adequate land supply that provides local economic opportunities and accommodates the need for a variety of housing options.	82	2.34	25
Balanced Transportation	Improved Interstate 5 access that helps visitors and commuters get to and from the city with ease.	87	2.33	26
A Thriving Local Economy	Industries that are invested in the community and enhance our connections to the regional and global economy through strategic collaboration.	58	2.28	27
A Thriving Local Economy	An abundance of clean, green jobs.	68	2.21	28
A Thriving Local Economy	A diversified economic base that attracts and retains an abundance of sustainable industries.	67	2.19	29

How to Realize our Vision

Implementation Ideas by Strength of Support

Rank by Strength of Support

A Proud, Engaged Community	Promote increased public engagement	66	2.94	1
A Clean, Green and Sustainable Environment	Use vegetation to reduce energy consumption and improve air and water quality	76	2.93	2
A Thriving Local Economy	Create a strong, diverse and resilient economic climate	80	2.93	3
Effective Public Services	Prioritize efficiency and effectiveness of public services in funding allocation	84	2.92	4
Responsible Growth and Development	Evaluate decisions regarding how future growth will impact the quality of life for Keizer residents	74	2.91	5
Effective Public Services	Leverage and encourage volunteer efforts in support of City services	69	2.87	6
A Clean, Green and Sustainable Environment	Work with other jurisdictions and agencies to identify and resolve potential threats to source groundwater	59	2.83	7
A Clean, Green and Sustainable Environment	Improve community recycling and energy-efficiency programs	75	2.81	8
A Clean, Green and Sustainable Environment	Promote energy efficient governmental operations	48	2.81	9
A Proud, Engaged Community	Utilize technology to facilitate and support open communication between the City and the community	85	2.78	10
A Thriving Local Economy	Foster Keizer as a destination for business and community special events, including but not limited to sports tournaments, arts, points of interest, agriculture, wine/ microbreweries	79	2.77	11
Effective Public Services	Coordinate City resources with other service providers	68	2.74	12
A Thriving Local Economy	Ensure local zoning supports and complements emission economic development	63	2.70	13
A Proud, Engaged Community	Provide volunteer opportunities for all ages	99	2.70	14
Effective Public Services	Fund municipal functions at sustainable levels	69	2.70	15
A Proud, Engaged Community	Support, cultivate and partner with community organizations	69	2.65	16
A Thriving Local Economy	Strengthen partnerships with other cities to recruit businesses	82	2.61	17
Quality Civic Amenities	Implement long-term plan for parks	86	2.58	18
Responsible Growth and Development	Promote more mixed-use development and redevelopment	54	2.54	19
A Clean, Green and Sustainable Environment	Establish community gardens	73	2.53	20
A Proud, Engaged Community	Develop opportunities for community-wide access to current communications technology	62	2.47	21
Responsible Growth and Development	Develop a centralized downtown area	92	2.43	22
Balanced Transportation	Increase bicycle and pedestrian infrastructure	107	2.4	23
Quality Civic Amenities	Establish a youth center	88	2.42	24
Balanced Transportation	Improve transit and variety of transportation options	70	2.4	25
A Clean, Green and Sustainable Environment	Develop additional parks, recreational facilities, open spaces and river access	63	2.40	26
A Proud, Engaged Community	Develop additional community celebrations	70	2.39	27
Balanced Transportation	Advocate for additional/improved access to I-5	84	2.4	28
Quality Civic Amenities	Support additional sports tournament facilities	87	2.38	29
A Thriving Local Economy	Foster more youth-oriented businesses	61	2.34	30
Balanced Transportation	Implement adopted transportation systems plan	65	2.3	31
Responsible Growth and Development	Foster development of several commercial "nodes"	59	2.25	32
Responsible Growth and Development	Encourage planning opportunities that reduce dependence on automobile use	97	2.22	33
Quality Civic Amenities	Foster destination entertainment facilities	70	2.21	34
Quality Civic Amenities	Develop a new theater/art/cultural center	70	2.13	35
Quality Civic Amenities	Develop library facilities	111	2.11	36
Responsible Growth and Development	Expand Urban Growth Boundary (UGB) to accommodate the Vision of Keizer	95	1.98	37

Highest Ranking Implementation Ideas by Theme

Quality Civic Amenities	Develop library facilities	111	2.11	1
Balanced Transportation	Increase bicycle and pedestrian infrastructure.	107	2.4	2
A Proud, Engaged Community	Provide volunteer opportunities for all ages	99	2.70	3
Responsible Growth and Development	Encourage planning opportunities that reduce dependence on automobile use	97	2.22	4
A Thriving Local Economy	Foster Keizer as a destination for business and community special events, including but not limited to sports tournaments, arts, points of interest, agriculture, wine/ microbreweries	79	2.77	5
A Clean, Green and Sustainable Environment	Use vegetation to reduce energy consumption and improve air and water quality	76	2.93	6
Effective Public Services	Leverage and encourage volunteer efforts in support of City services	69	2.87	7

A Proud, Engaged Community	Promote increased public engagement	66	2.94	1
A Clean, Green and Sustainable Environment	Use vegetation to reduce energy consumption and improve air and water quality	76	2.93	2
A Thriving Local Economy	Create a strong, diverse and resilient economic climate	60	2.93	3
Effective Public Services	Prioritize efficiency and effectiveness of public services in funding allocation	64	2.92	4
Responsible Growth and Development	Evaluate decisions regarding how future growth will impact the quality of life for Keizer residents	74	2.91	5
Quality Civic Amenities	Implement long-term plan for parks	86	2.58	6
Balanced Transportation	Increase bicycle and pedestrian infrastructure.	107	2.4	7

Lowest Ranking Implementation Ideas by Theme

A Clean, Green and Sustainable Environment	Promote energy efficient governmental operations	48	2.81	1
Responsible Growth and Development	Promote more mixed-use development and redevelopment	54	2.54	2
A Thriving Local Economy	Create a strong, diverse and resilient economic climate	60	2.93	3
A Proud, Engaged Community	Develop opportunities for community-wide access to current communications technology	62	2.47	4
Effective Public Services	Prioritize efficiency and effectiveness of public services in funding allocation	64	2.92	5
Balanced Transportation	Implement adopted transportation systems plan	65	2.28	6
Quality Civic Amenities	Develop a new theater/art/cultural center	70	2.1	7

Responsible Growth and Development	Expand Urban Growth Boundary (UGB) to accommodate the Vision of Keizer	95	1.98	1
Quality Civic Amenities	Develop library facilities	111	2.11	2
Balanced Transportation	Implement adopted transportation systems plan	65	2.28	3
A Thriving Local Economy	Foster more youth-oriented businesses	61	2.34	4
A Proud, Engaged Community	Develop additional community celebrations	70	2.39	5
A Clean, Green and Sustainable Environment	Develop additional parks, recreational facilities, open spaces and river access	63	2.40	6
Effective Public Services	Fund municipal functions at sustainable levels	69	2.7	7

A Proud, Engaged Community

Rank by Strength of Response

Easy access to information on local programs and options to participate in local government.	83	17	2	102	2.79	1
Active citizens with civic pride and a spirit of volunteerism.	91	6	1	98	2.92	2
Programs and facilities that provide opportunities for citizens of all ages.	80	15	1	96	2.82	3
Frequent opportunities to celebrate our unique accomplishments, traditions and history.	68	11	4	83	2.77	4
Provide volunteer opportunities for all ages	79	10	10	99	2.70	1
Utilize technology to facilitate and support open communication between the City and the community	68	15	2	85	2.78	2
Develop additional community celebrations	37	23	10	70	2.39	3
Support, cultivate and partner with community organizations	47	20	2	69	2.65	4
Promote increased public engagement	62	4	0	66	2.94	5
Develop opportunities for community-wide access to current communications technology	35	21	6	62	2.47	6

Rank by Strength of Support

Active citizens with civic pride and a spirit of volunteerism.	91	6	1	98	2.92	1
Programs and facilities that provide opportunities for citizens of all ages.	80	15	1	96	2.82	2
Easy access to information on local programs and options to participate in local government.	83	17	2	102	2.79	3
Frequent opportunities to celebrate our unique accomplishments, traditions and history.	68	11	4	83	2.77	4
Promote increased public engagement	62	4	0	66	2.94	1
Utilize technology to facilitate and support open communication between the City and the community	68	15	2	85	2.78	2
Provide volunteer opportunities for all ages	79	10	10	99	2.70	3
Support, cultivate and partner with community organizations	47	20	2	69	2.65	4
Develop opportunities for community-wide access to current communications technology	35	21	6	62	2.47	5
Develop additional community celebrations	37	23	10	70	2.39	6

A Thriving Local Economy

Rank by Strength of Response

A variety of living-wage jobs in the city.	57	14	15	86	2.49	1
A high-quality, well-qualified work force.	56	14	2	72	2.75	2
Being a centrally-located event destination.	38	26	7	71	2.44	3
An abundance of clean, green jobs.	26	30	12	68	2.21	4
A diversified economic base that attracts and retains an abundance of sustainable industries.	27	26	14	67	2.19	5
A range of goods and services for all.	46	13	4	63	2.67	6
Industries that are invested in the community and enhance our connections to the regional and global economy through strategic collaboration.	23	28	7	58	2.28	7
Foster Keizer as a destination for business and community special events, including but not limited to sports tournaments, arts, points of interest, agriculture, wine/ microbreweries	66	8	5	79	2.77	1
Ensure local zoning supports and complements envisioned economic development	44	19	0	63	2.70	2
Strengthen partnerships with other cities to recruit businesses	39	22	1	62	2.61	3
Foster more youth-oriented businesses	30	22	9	61	2.34	4
Create a strong, diverse and resilient economic climate	56	4	0	60	2.93	5

Rank by Strength of Support

A high-quality, well-qualified work force.	56	14	2	72	2.75	1
A range of goods and services for all.	46	13	4	63	2.67	2
A variety of living-wage jobs in the city.	57	14	15	86	2.49	3
Being a centrally-located event destination.	38	26	7	71	2.44	4
Industries that are invested in the community and enhance our connections to the regional and global economy through strategic collaboration.	23	28	7	58	2.28	5
An abundance of clean, green jobs.	26	30	12	68	2.21	6
A diversified economic base that attracts and retains an abundance of sustainable industries.	27	26	14	67	2.19	7
Create a strong, diverse and resilient economic climate	56	4	0	60	2.93	1
Foster Keizer as a destination for business and community special events, including but not limited to sports tournaments, arts, points of interest, agriculture, wine/ microbreweries	66	8	5	79	2.77	2
Ensure local zoning supports and complements envisioned economic development	44	19	0	63	2.70	3
Strengthen partnerships with other cities to recruit businesses	39	22	1	62	2.61	4
Foster more youth-oriented businesses	30	22	9	61	2.34	5

Responsible Growth and Development

Rank by Strength of Response

Well-planned, mixed-use, energy-efficient development that preserves Keizer's small town character.	70	11	6	87	2.74	1
Adequate infrastructure for current and future needs.	41	31	12	84	2.35	2
An adequate land supply that provides local economic opportunities and accommodates the need for a variety of housing options.	46	18	18	82	2.34	3
Encourage planning opportunities that reduce dependence on automobile use	54	10	33	97	2.22	1
Expand Urban Growth Boundary (UGB) to accommodate the Vision of Keizer	40	13	42	95	1.98	2
Develop a centralized downtown area	53	26	13	92	2.43	3
Evaluate decisions regarding how future growth will impact the quality of life for Keizer residents	67	7	0	74	2.91	4
Foster development of several commercial "nodes"	24	26	9	59	2.25	5
Promote more mixed-use development and redevelopment	32	19	3	54	2.54	6

Rank by Strength of Support

Well-planned, mixed-use, energy-efficient development that preserves Keizer's small town character.	70	11	6	87	2.74	1
Adequate infrastructure for current and future needs.	41	31	12	84	2.35	2
An adequate land supply that provides local economic opportunities and accommodates the need for a variety of housing options.	46	18	18	82	2.34	3
Evaluate decisions regarding how future growth will impact the quality of life for Keizer residents	67	7	0	74	2.91	1
Promote more mixed-use development and redevelopment	32	19	3	54	2.54	2
Develop a centralized downtown area	53	26	13	92	2.43	3
Foster development of several commercial "nodes"	24	26	9	59	2.25	4
Encourage planning opportunities that reduce dependence on automobile use	54	10	33	97	2.22	5
Expand Urban Growth Boundary (UGB) to accommodate the Vision of Keizer	40	13	42	95	1.98	6

Effective Public Services

Rank by Strength of Response

High quality public safety.	92	2	1	95	2.96	1
Well maintained streets, bicycle and pedestrian pathways.	74	14	5	93	2.74	2
A collaborative relationship with schools that prepares all students for a successful future.	57	23	5	85	2.61	3
A responsive local government.	70	6	4	80	2.83	4
High quality water, sewer, stormwater management, parks and recreational facilities and other services.	65	6	6	77	2.77	5
Leverage and encourage volunteer efforts in support of City services	62	5	2	69	2.87	1
Fund municipal functions at sustainable levels	51	15	3	69	2.70	2
Coordinate City resources with other service providers	53	12	3	68	2.74	3
Prioritize efficiency and effectiveness of public services in funding allocation	61	1	2	64	2.92	4

Rank by Strength of Support

High quality public safety.	92	2	1	95	2.96	1
A responsive local government.	70	6	4	80	2.83	2
High quality water, sewer, stormwater management, parks and recreational facilities and other services.	65	6	6	77	2.77	3
Well maintained streets, bicycle and pedestrian pathways.	74	14	5	93	2.74	4
A collaborative relationship with schools that prepares all students for a successful future.	57	23	5	85	2.61	5
Prioritize efficiency and effectiveness of public services in funding allocation	61	1	2	64	2.92	1
Leverage and encourage volunteer efforts in support of City services	62	5	2	69	2.87	2
Coordinate City resources with other service providers	53	12	3	68	2.74	3
Fund municipal functions at sustainable levels	51	15	3	69	2.70	4

A Clean, Green Sustainable Environment

Rank by Strength of Response

Programs and policies that encourage recycling, reducing waste and energy efficiency.	80	12	2	94	2.83	1
Clean drinking water, rivers and streams that sustain the local ecosystem and protect groundwater sources.	84	7	0	91	2.92	2
Sufficient land for outdoor recreation.	71	4	2	77	2.90	3
An abundance of trees and greenery.	67	4	0	71	2.94	4
Use vegetation to reduce energy consumption and improve air and water quality	72	3	1	76	2.9	1
Improve community recycling and energy-efficiency programs	67	2	6	75	2.8	2
Establish community gardens	45	22	6	73	2.5	3
Develop additional parks, recreational facilities, open spaces and river access	35	18	10	63	2.4	4
Work with other jurisdictions and agencies to identify and resolve potential threats to source groundwater	51	6	2	59	2.8	5
Promote energy efficient governmental operations	40	7	1	48	2.8	6

Rank by Strength of Support

An abundance of trees and greenery.	67	4	0	71	2.94	1
Clean drinking water, rivers and streams that sustain the local ecosystem and protect groundwater sources.	84	7	0	91	2.92	2
Sufficient land for outdoor recreation.	71	4	2	77	2.90	3
Programs and policies that encourage recycling, reducing waste and energy efficiency.	80	12	2	94	2.83	4
Use vegetation to reduce energy consumption and improve air and water quality	72	3	1	76	2.93	1
Work with other jurisdictions and agencies to identify and resolve potential threats to source groundwater	51	6	2	59	2.83	2
Improve community recycling and energy-efficiency programs	67	2	6	75	2.81	3
Promote energy efficient governmental operations	40	7	1	48	2.81	4
Establish community gardens	45	22	6	73	2.53	5
Develop additional parks, recreational facilities, open spaces and river access	35	18	10	63	2.40	6

Balanced Transportation

Rank by Strength of Response

A variety of energy efficient transportation options, including public transit, bicycle and pedestrian amenities, and rail service to other communities.	56	23	21	100	2.35	1
Improved Interstate 5 access that helps visitors and commuters get to and from the city with ease.	51	14	22	87	2.33	2
Sufficient and well maintained roads that control and mitigate traffic congestion.	63	13	11	87	2.60	3
Increase bicycle and pedestrian infrastructure.	72	9	26	107	2.4	1
Advocate for additional/improved access to I-5	52	12	20	84	2.4	2
Improve transit and variety of transportation options	45	9	16	70	2.4	3
Implement adopted transportation systems plan	28	27	10	65	2.3	4

Rank by Strength of Support

Sufficient and well maintained roads that control and mitigate traffic congestion.	63	13	11	87	2.60	1
A variety of energy efficient transportation options, including public transit, bicycle and pedestrian amenities, and rail service to other communities.	56	23	21	100	2.35	2
Improved Interstate 5 access that helps visitors and commuters get to and from the city with ease.	51	14	22	87	2.33	3
Increase bicycle and pedestrian infrastructure.	72	9	26	107	2.4	1
Improve transit and variety of transportation options	45	9	16	70	2.4	2
Advocate for additional/improved access to I-5	52	12	20	84	2.4	3
Implement adopted transportation systems plan	28	27	10	65	2.3	4

Quality Civic Amenities

Rank by Strength of Response

Community gathering places, including an identifiable downtown area, library and community/youth center.	68	16	25	109	2.39	1
High-quality parks, connected green spaces and access to the Willamette River.	97	4	3	104	2.90	2
Diverse recreational facilities, such as entertainment and sports-related facilities.	58	16	9	83	2.59	3
Develop library facilities	56	11	44	111	2.11	1
Establish a youth center	53	19	16	88	2.42	2
Support additional sports tournament facilities	51	18	18	87	2.38	3
Implement long-term plan for parks	61	14	11	86	2.58	4
Foster destination entertainment facilities	31	23	16	70	2.21	5
Develop a new theater/art/cultural center	33	13	24	70	2.13	6

Rank by Strength of Support

High-quality parks, connected green spaces and access to the Willamette River.	97	4	3	104	2.90	1
Diverse recreational facilities, such as entertainment and sports-related facilities.	58	16	9	83	2.59	2
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Foster destination entertainment facilities	31	23	16	70	2.21	4
Develop a new theater/art/cultural center	33	13	24	70	2.13	5
Develop library facilities	56	11	44	111	2.11	6

Have we forgotten anything?

Attendees were invited to write additional ideas on a blank poster. They are as follows:

- Need improved roads and transit infrastructure. Roads are very congested, especially at rush-hour. Traffic is backed up significantly.
- We need a library so that we can participate as an equal partner in the county library system. We are already paying a lot to support the library system and getting limited benefit. Treated as seconded rate status.
- Fix skate park – it's kind of old.
- Year round school – they can't work so keep them in school.
- Computer facility for folks who don't have home internet access – bridge the “digital divide”, could be part of a library – community center.
- No to library – our taxes for it is too high – tired of paying for people who “bleed us dry.”
- Longer summer
- Shorter school year.
- Improve sight distance (i.e. remove shrubs on corners, and longer turn lanes.)
- Too many apartment complexes approved.
- Need central training center for people with disability and ability to replace work shops.
- Safer drivers – been hit too many times by old people.
- Bridge to west Salem from Keizer.
- In general, the youth of Keizer need more activities other than baseball. A youth activity center in addition to the Kroc Center is a thought.
- Pedestrian bridge to Kroc Center.
- Summer water feature for kids to run in.
- Keizer Commons would be best name for this large complex of many uses. (2)

CITY COUNCIL MEETING: August 3, 2009

AGENDA ITEM NUMBER: _____

TO: MAYOR CHRISTOPHER AND CITY COUNCIL MEMBERS

**THROUGH: CHRIS EPPLEY
CITY MANAGER**

**FROM: MACHELL DEPINA
HUMAN RESOURCES DIRECTOR**

**SUBJECT: COLLECTIVE BARGAINING AGREEMENT BETWEEN THE
CITY OF KEIZER AND THE KEIZER POLICE ASSOCIATION**

BACKGROUND

The City's contract with the Keizer Police Association (KPA) expired June 30, 2009. City staff and the City's labor attorney, Kathy Peck, have negotiated a new Collective Bargaining Agreement with the KPA. The Agreement is attached as Exhibit 'A.'

FISCAL IMPACT

The financial impact of this contract has been anticipated in the current Fiscal Year 2009-10 budget.

RECOMMENDATION

It is recommended that the Council adopt the attached resolution authorizing the City Manager to sign the Collective Bargaining Agreement between the City of Keizer, Oregon and the Keizer Police Association, effective July 1, 2009 through June 30, 2012.

If you have any questions regarding this staff report, please contact me by phone at 503-856-3417 or by email at depinam@keizer.org. You may also contact Chris Eppley by phone at 503-856-3414 or by email at eppleyc@keizer.org.

Thank you.

CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

Resolution R2009- _____

AUTHORIZING THE CITY MANAGER TO ENTER INTO A COLLECTIVE BARGAINING
AGREEMENT WITH THE KEIZER POLICE ASSOCIATION

BE IT RESOLVED by the City Council of the City of Keizer that the City Manager is hereby authorized to sign a three-year collective bargaining agreement with the Keizer Police Association.

BE IT FURTHER RESOLVED said agreement, which is attached as Exhibit 'A' and by this reference incorporated herein, is effective July 1, 2009 through June 30, 2012.

PASSED this ____ day of _____, 2009.

SIGNED this ____ day of _____, 2009.

Mayor

City Recorder

THE COLLECTIVE BARGAINING AGREEMENT

BETWEEN

THE CITY OF KEIZER, OREGON

AND THE

KEIZER POLICE ASSOCIATION

2009 - 2012

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PREAMBLE

This Agreement is entered into by the City of Keizer, Oregon, hereinafter referred to as “City” and the Keizer Police Association, hereinafter referred to as the “Association.”

The purpose of this Agreement is to set forth those matters pertaining to rates of pay, hours of work, fringe benefits and other conditions of employment and the establishment of an equitable and peaceful procedure for the resolution of disputes.

ARTICLE 1 – RECOGNITION

Section 1.1 Bargaining Unit

The City recognizes the Association as the exclusive collective bargaining agent for matters concerning direct or indirect monetary benefits, hours, vacations, sick leave, grievance procedures, and conditions of employment for all regular and regular part-time employees in the following classifications:

- A. Police Officer
- B. Police Support Specialist
- C. Community Service Officer
- D. Investigative Services Specialist
- E. Property and Evidence Specialist

Section 1.2 Definitions

The term “regular part-time employee” means any employee of the City who regularly works and receives salary from the City for thirty (30) hours or less per week or less than 1500 hours in any calendar year, but does not include:

- A. Persons engaged as independent contractors.
- B. Seasonal, emergency or casual workers whose periods of employment with the City do not total 600 hours in any calendar year.

Nothing in this Section shall prevent a regular part-time employee from working forty (40) hours per week, provided the hours are authorized by the City and the employee consents to the additional work hours and provided total work hours do not exceed 1500 hours in any calendar year. In the event, however, that a regular part-time employee is required by the City to work more than thirty (30) hours in a week, the employee shall be entitled to accrue vacation and sick leave at the accrual rate for regular full-time employees. Otherwise, regular part-time employees will accrue such benefits, leaves, etc. on a prorated basis.

For the purposes of this Agreement, where insurance benefits are extended to “spouses”, domestic partners shall be considered “spouses.” Additionally, other types of benefits, such as sick leave pay and OFLA benefits to care for a member of the immediate family, are extended to domestic partners. Whenever the term “domestic partner” is used in this Agreement, it will be defined as an individual of the same or opposite sex who lives with the employee and has fulfilled the requirements contained in and completed the “Affidavit of Domestic Partnership” form which is available from Human Resources, except as prohibited by carrier contract. Domestic partners that have fulfilled the requirements set forth in this form will be eligible for all benefit insurance options available to “spouses” as limited by carrier contracts, as well as other benefits extended to domestic partners under this Agreement. Employees are obligated to promptly notify the Chief of Police and Human Resources when domestic partnerships begin and end.

Section 1.3 New Classifications

When any new classification not listed in Section 1.1 above is established by the City and assigned to the bargaining unit, the City shall designate a pay rate for the new classification. The City shall then notify the Association in writing of the pay rate and furnish the Association with a copy of the new classification specification. In the event the Association does not concur in the pay rate, the Association shall notify the City in writing of such within fourteen (14) days of its receipt of the City notice.

Pursuant to ORS 243.698, if after ninety (90) days of negotiations, the parties have not resolved the issue, an arbitrator shall be mutually agreed upon or selected in accordance with the procedure established in Article 15.1, Step Four, except the arbitrator shall be bound by the applicable provisions of ORS 243.746. Nothing contained herein shall be construed to limit the City's ability to create or combine job classifications.

In the event the City intends to establish a new classification within the Police Department and outside the bargaining unit, the City will notify the Association in writing of its intentions; will provide a copy of the classification description and, if requested to do so, will discuss with the Association whether the classification should be a bargaining unit position. If the parties are unable to agree, the dispute will be resolved under PECBA unit clarification procedures-before the Employment Relations Board.

ARTICLE 2 – MANAGEMENT RIGHTS

Section 2.1 Management Rights

Subject to the requirements of the PECBA relating to the obligation to bargain, the City retains all the customary, usual, and exclusive rights connected with the responsibility to manage the affairs of the Department. The City shall retain the exclusive right to exercise all the customary functions of management, including but not limited to:

- A. To determine the specific programs and services offered by the City, and the methods, means and facilities by which they shall be effectuated.
- B. To determine the size, nature and qualifications of the work force, to assign duties and equipment, to direct and evaluate the employees in the performance of their work assignments.
- C. To develop work rules and operating procedures not inconsistent with this Agreement.
- D. To promote, transfer, lay-off, and to discipline, demote and discharge employees.

Section 2.2 Subcontracting

The City shall notify the Association in writing when it appears reasonably probable that the City will subcontract work currently performed by the bargaining unit. Negotiations and mediation regarding the decision and impact of subcontracting shall continue for no longer than ninety (90) calendar days from the receipt of the City's written notice. If not settled after ninety (90) days, the issue will be submitted to an arbitrator who shall be mutually agreed upon or selected in accordance with the procedure established in Article 16.1, Step Four. The arbitrator shall be bound by the applicable provisions of ORS 243.746.

Section 2.3 Volunteer Utilization

- A. Reserves, Cadets and other volunteers may be used to perform police related tasks and auxiliary functions as determined by the Chief, including but not limited to providing law enforcement services at public events and providing law enforcement related services not restricted by Section 2.4.
- B. The City may utilize Reserve Police Officers or Cadet Officers to perform the following duties without violating Section 5.3, Overtime, or Section 2.4, Work Preservation:
 - 1. Prisoner supervision and transports;
 - 2. Mental patient supervision and transports;
 - 3. Selective enforcement details provided the City has afforded the opportunity to Association members;
 - 4. Crime scene security provided the City has afforded the opportunity to Association members;
 - 5. School event security provided the City has afforded the opportunity to Association members;
 - 6. Selective enforcement details such as holiday residential patrol, vacation checks, Christmas lighting routes, disabled parking violation checks, residential security checks, or similar duties customarily performed by Reserve Police Officers consistent with past practice;
 - 7. Search and rescue operations;
 - 8. Any other duties mutually agreed between the City and the Association.
Nothing in this Section prevents Reserve Police Officers from performing their primary duties, supplementing the Patrol Division or furthering their own experience, as outlined in Section 350.1 - Reserve Unit in the KPD Policy and Procedures Manual.
- C. In addition, other volunteers may be utilized to perform data entry and miscellaneous support staff services, consistent with past practice.

Section 2.4 Work Preservation

Reserves and auxiliary volunteer personnel will not be utilized to replace bargaining unit employees in the performance of their primary and customary job responsibilities, nor take away overtime opportunities other than those instances described in Section 2.3.

ARTICLE 3 – ASSOCIATION RIGHTS

Section 3.1 Association Activities

Employees shall have the right to form, join and participate in the activities of employee organizations of their own choosing, for the purpose of representation on matters of employee relations. Employees shall also have the right to refuse to join or participate in the activities of the Association. No employee shall be interfered with, intimidated, restrained, coerced or discriminated against by the City or by any employee organization because of their exercise of their rights.

Section 3.2 Non-Discrimination

The provisions of this Agreement shall be applied equally to all employees in the bargaining unit without discrimination as to age, marital status, race, color, sex, creed, religion, national origin, union affiliation, disabled status, political affiliation or other protected status or protected activity in accordance with applicable law. Nothing in this Section shall prohibit the City from establishing bona-fide occupational criteria.

Section 3.3 Gender References

All references to employees in this Agreement designate both sexes and, wherever the male gender is used, it shall be construed to include male and female employees.

Section 3.4 Negotiations

The composition of the Association's negotiating team shall be determined by the Association. Not more than three (3) employees shall be permitted to attend negotiating meetings with the City's representatives as part of the Association's negotiating team without loss of pay relative to securing agreement renewal, to the extent that such meetings are scheduled during the duty hours of the members so attending. Negotiating team members who are on duty for all or a portion of any negotiating session, if any, must be assigned to different shifts or be from different sections of the Department. The date, time and place for negotiating sessions shall be established by mutual agreement between the parties. Employees shall notify their shift supervisor as soon as possible in advance of their expected absence for the purpose of this section. Such absences shall not hamper the normal operations of the department and the City shall not incur any liability for overtime pay under the provisions of this Article.

Section 3.5 Grievances

The City also agrees to allow time off without loss of pay for employees directly involved in meetings under the Grievance Procedure. No more than two (2) employees shall be off for this purpose at any one time.

Section 3.6 Association Membership and Fair Share

Membership or non-membership in the Association shall be the individual choice of employees covered by this Agreement. However, any employee who chooses not to become a member of the Association, as well as those who are members of the Association, shall make membership dues payments or a fair share payments in lieu of dues, as defined in ORS 243.560 (16), beginning on the 30th day following their first day of employment.

Notwithstanding the foregoing, any employee who objects to Association dues or “fair share” payments, based on bona-fide religious tenets or teachings of a church or religious body of which the employee is a member or sincerely held religious beliefs in accordance with applicable law, shall not be required to make dues or “fair share” payments. Any such employee shall pay an amount of money equivalent to regular Association dues to a non-religious charity which has been mutually agreed upon by the employee affected and the Association. The employee must provide written verification of such payments to the City’s Finance Department on a monthly basis.

Section 3.7 Check-off

The City agrees to deduct bi-weekly membership dues or “fair share” payments from the pay of employees covered by this Agreement. Dues and fair share deductions, as well as charitable contributions required under Section 3.6 above, will be automatically deducted from the pay of bargaining unit employees starting with their 30th day of employment. The City will not be held liable for deduction errors, but will make proper adjustments with the Association for errors as soon as is practicable.

Section 3.8 Bulletin Boards

The City agrees to allow wall space, not to exceed three (3) feet by four (4) feet, for a bulletin board within the Police Department to be used exclusively by the Association for the posting of notices and other information relating to the Association activities, meetings and other matters of legitimate interest to Association members. In the event items are posted on the bulletin board that do not fall within this description, or items are posted that violate the City’s anti-harassment/discrimination prohibitions or other legal restrictions, the City will notify the Association and request removal.

Section 3.9 Right of Access

Subject to the due process provision of this Agreement, Association representatives and agents of the Association shall have the right to reasonable access to the Police Department for the purpose of investigating grievances and other business related to the representation of employees for the purpose of employment relations. Prior to admittance to the non-public areas of the Police Department, the Association representative and/or agent of the Association shall obtain permission from the senior, non-bargaining unit member (supervisor) on duty at the time the request is made. Prior to gaining access, the Association or agent of the Association shall advise the duty supervisor of the purpose of the visit, approximate length of time required and the name of the person(s) to whom he/she wishes to speak. Such permission shall not be unreasonably withheld and, if withheld, the reasons for the withholding shall be given to the Association agent or representative at that time. Association representatives and agents shall not unreasonably interfere with an employee's work. This Article is not intended to be used for membership drives or recruiting of new members.

Section 3.10 Use of Buildings

The Association may use, in accordance with established City rules applicable to other groups within the community, City facilities during employees' non-work hours (as defined in this Agreement) for Association meetings, provided such space is available. Request for use of facilities within the Police Department shall be approved by the Chief or designee. Such meetings shall not be permitted for Association organizing activities or membership drives of City employees.

The parties agree to the primary principle that Association activities will be normally carried on outside an employee's duty and working hours.

Section 3.11 Association Meetings

Association members shall be permitted to attend regular monthly membership meetings on duty time. On-duty members will be expected to respond to their duty responsibilities during membership meetings. Except for emergency meetings, the Association agrees to schedule these meetings during non-peak periods of the Department's business and such Association meetings shall not conflict with the regularly scheduled Department briefing periods. Members attending Association meetings on duty will limit their attendance to one (1) hour.

Section 3.12 Association Business

The Association agrees that the Chief will be notified in writing of the members of the Association selected to serve as official representatives. The Association agrees that Association business shall not interfere with the operations of the Department or the police duties of certified Association representatives.

ARTICLE 4 – CITY SECURITY

Section 4.1 No Strike

During the term of this Agreement, there will be no strike, slowdown or recognition of any picket line while in the performance of official duties. For purposes of this section, “strike” means an employee’s refusal in concerted action with others to report for duty, or the employee’s willful absence from the position of the employee, or stoppage of work by the employee, or absence of the employee in whole or in part from the full, faithful or proper performance of the duties of employment of that employee for the purpose of inducing or coercing a change in the conditions, compensation, rights, privileges or obligations of employment. In the event of a violation of this provision by the Association, or employees in the bargaining unit, the City may discipline for such cause, including discharge of any employee involved in such activity either on a uniform or selective basis. Nothing in this Agreement shall preclude recourse by the City to such other legal or equitable remedies as may be available to it.

Section 4.2 Productivity

The parties to this Agreement recognize that delivery of essential municipal services, in the most efficient and effective manner is of paramount importance and interest to the City and the Association. In return to the City for the wage rates and conditions herein provided and consistent with the principle of a fair day’s work for a fair day’s pay, the Association pledges agreement with the objective of achieving the highest level of employee performance and efficiency, safety, good health and sustained effort. The parties may agree to meet at mutually convenient times to discuss means of increasing Departmental productivity.

ARTICLE 5 – WORKING CONDITIONS

Section 5.1 Hours of Work

- A. Regular Hours: The regular hours of work each day shall be consecutive except for interruptions for rest periods and unpaid meal periods.
- B. Regular Work Weeks: All employees shall be scheduled to work a regular work week. The City and the Association have recognized the following regular work weeks for employees in the bargaining unit:
 - 1. Louisiana Plan: This schedule shall consist of a consecutive twelve (12) hour workday. This work schedule shall consist of two (2) consecutive twelve (12) hour work days followed by two (2) consecutive days off, three (3) consecutive twelve (12) hour work days followed by two (2) consecutive days off, two (2) consecutive twelve (12) hour work days followed by three (3) consecutive days off. Day Shift shall be 0600 to 1800 hours. Night Shift shall be from 1800 to 0600 hours. The City may establish an overlap shift from 1600 to 0400 hours. However, no employee may be involuntarily assigned an overlap shift without fourteen (14) days written notice. Employees assigned to an overlap shift without such notice will be paid overtime for hours worked outside their previously scheduled shift during the fourteen (14) day notice period.
 - 2. 5/8 Work Schedule: This schedule shall consist of:
 - a. Five (5) consecutive eight (8) hour days followed by two (2) consecutive days off. The workday shall consist of eight (8) consecutive hours of work with a one-half (1/2) hour paid lunch.
 - b. Five (5) consecutive eight (8) hour days followed by two (2) consecutive days off. The workday shall consist of eight (8) hours of work with one (1) hour unpaid lunch approximately midway through the shift, whenever possible.
 - 3. 4/10 Work Schedule: The 4/10 work schedule shall consist of four (4) consecutive ten (10) hour days followed by three (3) consecutive days off, with the exception of days off during days-off rotation. The workday shall consist of ten (10) consecutive hours of work.
 - 4. 4/12 Work Schedule: The 4/12 work schedule shall consist of four (4) consecutive twelve (12) hour days followed by four (4) consecutive days off. The workday shall consist of twelve (12) consecutive hours of work. Day Shift shall be from 0600 to 1800 hours followed by Night Shift from 1800 to 0600 hours.

5. Community Response Unit (CRU): The shift hours of the CRU will be in accordance with Article 5.1B of the Collective Bargaining Agreement. While there is an assigned “normal” shift, CRU, by its very nature, may work varied hours and days. Short-term or casual deviations from that normal shift will be determined by the unit supervisor. Long-term or substantial deviations shall be afforded a 14-day notice unless that notice is waived by CRU personnel. Overtime will be in accordance with CBA Article 5.3.
- C. Shift Comp Days: While working under the 12-hour work schedule pursuant to Article 5.1 (B) 1 or the 4/12 work schedule pursuant to Article 5.1(B) 4, each officer will work a total of 168 hours in each 28-day work period. To compensate for the extra eight (8) hours worked during the 28-day work period, the City will give each officer four (4) hours of compensatory time each pay period. The comp-time will be in accordance with Section 5.3 (E).
- D. Scheduled Work Weeks: Generally, the following regular scheduled work weeks for bargaining unit members listed will be recognized by the City and the Association:
 1. Patrol Units: Pursuant to Article 5.1 (B) 1.
 2. Investigations Unit: A 5/8 work schedule pursuant to Article 5.1(B) 2.a.
 3. Investigative Services Specialist: A 5/8-work schedule pursuant to Article 5.1(B) 2.b.
 4. Traffic Safety Unit: A 4/10 work schedule pursuant to Article 5.1(B) 3.
 5. School Resource Officer: A 5/8 work schedule pursuant to Article 5.1(B) 2.a.
 6. Police Support Specialist: A 5/8 work schedule pursuant to Article 5.1(B) 2.b.
 7. Property and Evidence Specialist: A 5/8 work schedule pursuant to Article 5.1(B) 2.b.
 8. Community Services Officer: A 5/8 work schedule pursuant to Article 5.1 (B) 2.a.
 9. Community Response Unit (CRU): The shift hours of the CRU will be in accordance with Article 5.1 (B) of the Collective Bargaining Agreement. While there is an assigned “normal” shift, CRU, by its very nature, may work varied hours and days. Short-term or casual deviations from that normal shift will be determined by the unit supervisor. Long-term or substantial deviations shall be afforded a 14-day notice, unless that notice is waived by CRU personnel. Overtime will be in accordance with CBA Article 5.3.

- E. Changes In Work Schedules: After having given fourteen (14) days written notice to the Association, the City may adopt a change from one to another of the regular workweeks recognized in Article 5.1 (B) or may adjust start/stop times for any employee or group of employees for bona-fide operational reasons.

Prior to making a change in regular workweek recognized in Article 5.1 (B), a committee comprised of up to three (3) Association members and three (3) members of Management will meet for a period of not more than seven (7) days to discuss the change and make recommendations to the Chief. The Association and the City may employ, by written agreement, any other workweek as a regularly scheduled workweek.

- F. Shift Trading: Two (2) employees may agree in writing, solely at their option and with the advance written approval of the shift supervisors of the affected shifts, to substitute for one another during scheduled hours of work. Substitution may be denied on a case-by-case basis due to operational needs, overtime or other scheduling impacts.

Even though one employee substitutes for another, each employee will be credited as if he/she worked the normal work schedule and as if the substitution had not occurred. The City shall have no obligation to keep track of substitutions or to ensure that a substitution is reciprocated. The hours worked during the substitution shall be excluded from the hours for which the substituting employee would otherwise be entitled for purposes of overtime and wage computations. Each agreement to substitute must be made for the convenience of the employees and must not be required by the City. Substitution may be denied on a case-by-case basis due to operational needs, overtime or other scheduling impacts.

Shift trades involving probationary employees may be denied by the City based on the supervisor's determination of the officers' training needs. Additionally, a FTO and officer in training may not trade shifts, unless the supervisors of the affected shifts, approve the trade. The parties agree that shift trades will continue to be allowed in accordance with current practice.

- G. Patrol Schedule Rotation: Patrol schedule rotations will occur on a quarterly basis, as near as possible to the months of March, June, September and December or as otherwise agreed by the City and the Association. Officers are required to work at least one quarter in each fiscal year on a different schedule, i.e. officers who work days will be required to work at least one quarter on nights and vice versa. The new schedule will be posted a minimum of thirty (30) days in advance of scheduled rotations. This schedule is based on no overtime expense to the City by virtue of rotation, and no officer will work more than 168 hours without overtime in the 28-day work period when rotation is affected.

Patrol schedule rotations shall be bid and awarded based on classification seniority, as defined in Article 12.1, except in circumstances where the Chief or a designee determines that a different distribution of employees is necessary to

meet the reasonable operating needs of the Department. Additionally, between regular patrol schedule rotations, the Chief or a designee may, for good cause and based upon a good faith analysis of the reasonable operating needs of the Department, reassign employees to different shifts.

- H. Training: Employees will be scheduled for training in a manner that provides them with at least eight (8) hours off between shifts. The City may adjust the regular work schedule of an employee to enable the employee to attend training that the City requires the employee to attend without incurring overtime, if the scheduled adjustment is made more than fourteen (14) days before the training is attended. No fourteen (14) days' notice is required for employees whose work schedules are changed at their request to attend non-mandatory training.

Time spent traveling to and from (station and back) training during the course of a workday will be considered "time worked" for purpose of computing wages. Time spent traveling to and from home to training will also be considered "time worked" unless the distance from the employee's home to training is closer than the employee's normal commute to work. Training will also be considered on-duty time.

- I. All-hands, Skills-Maintenance Training: All-hands, skills-maintenance training is training scheduled to be attended by all sworn personnel and conducted with a view toward maintaining or improving their fundamental skills. Examples include training in firearms, DTs, legal updates and occur on or about every other month.

A member of the bargaining unit who is required to attend all-hands, skills-maintenance training on their day off or outside their normal work hours will be compensated at the overtime rate of time and one-half. Those who were previously scheduled to attend all-hands, skills-maintenance training during duty hours but who, of their own volition, do not attend (e.g. vacationing instead), may be required to adjust their schedules to avoid overtime on a make-up date.

- J. K-9 Training: The K-9 handler will be approved to attend the 4-hour, once a week K-9 training and practice sessions. The handler's shift shall be adjusted to allow attendance and to avoid overtime. Adjustments to the shifts should provide at least eight (8) hours off between trainings and shifts. Attendance to K-9 training may be denied by the on-duty supervisor based on staffing needs during the shift.

- K. Reassignments: When an officer is assigned to a different schedule, the officer's hours of work will be adjusted without cost to the City to ensure that the officer does not work in excess of the maximum number of straight-time hours for the shift they are reassigned to fill.

Employees who voluntarily leave a specialty assignment may be placed on the patrol shifts vacated by the employee replacing them, if the employee's replacement is reassigned from the patrol unit.

Employees in specialized assignments who are involuntarily assigned to patrol duties shall be assigned to the new assignment/vacancy for the remainder of the current rotation.

Section 5.2 Rest Periods and Meal Periods

- A. Rest Periods: Except for emergencies, employees shall receive rest periods of fifteen (15) minutes each for every four hours worked during each workday. These periods are compensated as hours of work and an employee shall not be entitled to additional compensation in the event these periods cannot be taken. In the event employees are assigned to a ten (10) or twelve (12) hour shift, employees may take reasonable breaks subject to the operational needs as determined by the shift supervisor.
- B. Meal Periods: Except as required by operational necessity as determined by the shift supervisor, all sworn officers and CSOs shall have an uninterrupted thirty (30) minute meal period on duty time as close as reasonably possible to the middle of each shift. Meal periods are compensated as hours of work. An employee shall not be entitled to additional compensation in the event these periods cannot be taken. Other employees shall have regular uninterrupted meal periods up to one (1) hour without pay.

Section 5.3 Overtime

No overtime shall be worked unless authorized by the Police Chief, designee or supervisor.

- A. Hours Worked Defined: The following shall be regarded as hours worked for the purpose of computing overtime hours for employees.
 - 1. Time worked, including time spent engaging in Departmental training, briefing, meetings, or conferences, if so directed by the City, and time spent engaging in other activities, as required by law.
 - 2. Paid leave, excluding non-work related jury or witness duty.
- B. Overtime: Except as otherwise required by this Agreement, overtime shall be compensated for all time worked outside the employee's regularly scheduled shift.
- C. Overtime Compensation: Compensation for authorized overtime shall be paid at the rate of time and one-half per hour computed to the nearest fifteen (15) minutes. Each payment shall be made at the employee's rate of pay that is being earned at the time of payment.
- D. Compensatory Time: Employees may elect to accrue compensatory time in lieu of overtime payments with the City's concurrence. Compensatory time will be accrued at the overtime rate and paid at the straight-time rate. Earned

compensatory time may be taken off with supervisor approval subject to the following conditions:

1. Employees are encouraged to provide as much advance notice of requests for compensatory time off as possible. If the time off will require overtime coverage, employees must provide a minimum of forty-eight (48) hours' advance notice of the requested compensatory time off. This forty-eight (48) hours' notice will, subject to Subsection 2, below, be considered reasonable advance notice under the Fair Labor Standards Act.
2. If the Department cannot secure an employee from the same Division to voluntarily cover for an employee requesting compensatory time off to assure that the minimum staffing it considers necessary to assure safe and adequate staffing levels will be maintained, compensatory time off requests will be denied. In such an event, the parties agree that the granting of compensatory time off would unduly disrupt the operations of the Department.

Employees may accumulate up to sixty (60) hours of compensatory time and no more than forty-eight (48) hours may be carried forward into the next fiscal year. Effective January 1, 2010, the cash equivalent of compensatory time accrued in excess of sixty (60) hours of compensatory time during the year and in excess of forty-eight (48) hours at the end of the fiscal year will be automatically paid into employee VEBA or MSA accounts. The parties recognize that accrued compensatory time is compensation and therefore, if such compensatory time hours cannot be taken, the employee shall be allowed to cash in the accrued compensatory time as provided in Section E, below. Any denial to use accrued compensatory time to take off part or all of a shift by the City may be requested in writing with a justification for the denial.

- E. Payment for Compensatory Time or Overtime: Except for mandatory VEBA or MSA contributions, the City may purchase, or the employee may cash in, all or any portion of the compensatory balance of any employee at any time. Requests by the employee to receive payment for accrued compensatory time shall be made to the City in writing. Payment for overtime shall be paid no later than the next pay day following the pay period in which the overtime is worked. If an employee is paid for accrued compensatory time, payment will be at the regular rate earned at the time the employee receives the payment. If the payment is received upon termination of employment, then the unused compensatory time will be paid at the final regular rate earned by the employee.
- F. Notice of Overtime: Overtime work shall be assigned by the Chief or his designee. Whenever possible, the Chief or his designee shall give twenty-four (24) hours advance notice of overtime to be worked. Oral notice shall be sufficient to comply with the advance notice requirement.
- G. Workdays in Excess of Sixteen (16) Hours: Any employee who works sixteen (16) or more hours in the twenty-four (24) hour period commencing at the time

the employee reports for duty may be allowed the use of paid administrative leave in lieu of working all or a part of ~~the~~ his/her next regularly scheduled consecutive work shift. These hours off must be approved by the employee's supervisor or his or her designee and are not subject to the fourteen (14) day notice requirement required under Section 5.1 (E), above. This provision is intended to be reserved for those rare times when an employee is too fatigued to continue to safely perform his or her duties.

Section 5.4 Call-Back Time

An employee called to work outside a regular work schedule shall be paid for a minimum of three (3) hours at the rate of time and one-half.

A. Exceptions to Call-Back Pay: The obligation to pay the call-back minimum shall not apply in the following situations:

1. When an employee is called in to start work one (1) hour or less before the beginning of his/her regular shift or when the employee's shift is extended;
2. If an employee has completed his/her shift and has departed from the Department for less than thirty (30) minutes;
3. If an employee is recalled to duty to correct a mistake and/or to complete a duty that, in the City's view, must be completed prior to the employee's next duty day.

B. Emergency Call Out: In an emergency (act of God, natural disaster, civil unrest, major crime or incident, or governmental declaration of emergency with less than eight (8) hours prior notice), the City may call out members for overtime without regard to seniority.

C. Non-Emergency Call Out:

Overtime shall be offered to members of the Association by seniority and by Division (i.e. Patrol & Patrol Support Division).

The City may skip bargaining unit members, if the overtime detail would unreasonably interfere with the member's next regularly scheduled work shift.

The City will make a reasonable attempt to notify members of the Association in the order of seniority when overtime is required.

In the event no members of the Association are available to report for overtime, the City may order a member to report for work. If members are ordered to report for overtime work, those members will not be ordered to report again until the Association Roster has cycled.

If no members of the Association are available to report or long term personnel considerations are an issue (e.g. natural disaster or similar emergency), the City has the option of calling Reserve Officers in for duty to supplement regular officers if those Reserve Officers are presently capable and authorized to perform the overtime duties. The use of Reserve Officers is to supplement or assist regular police officers. It is not the intent of the City to use Reserve Officers to supplant Association members.

Section 5.5 Court Appearances

Except as set forth below, off-duty employees who are required to appear before a court of law, grand jury or DMV hearing in connection with duties as an employee of the Department shall receive a minimum of three (3) hours overtime pay at that rate of time and one-half for each court day when the appearance occurs on the employee's time off on the employee's regularly scheduled workday.

Off-duty employees required to appear before a court of law, grand jury or DMV hearing in connection with duties as an employee of the Department shall receive a minimum of four (4) hours overtime pay at that rate of time and one-half for each court day when the appearance is required on the employee's scheduled day off or an approved day off, unless the employee was notified of the court appearance prior to approval.

This obligation shall not apply if the scheduled court appearance or DMV hearing occurs one (1) hour or less before the beginning of the employee's regular shift or if the appearance extends the employee's regular shift.

Section 5.6 Outside Employment

Employees must receive permission to work at outside employment in writing from the Chief of Police. In order to be approved, the outside employment must:

- A. Be compatible with the employee's City duties;
- B. In no way detract from the efficiency of the employee in City duties;
- C. In no way be a discredit to City employment;
- D. Not take preference over extra duty required by City employment.

However, such approval shall not be withheld arbitrarily.

Section 5.7 On-Call Detective

The following provisions shall apply to on-call detectives:

- A. Each week of seven (7) consecutive days, one (1) Detective at a time will be assigned as an On-Call Detective. In the event that members of the CRU or SRO

units are assigned temporarily (via Personnel Order) to the Detective Unit they may enter the on call rotation.

- B. The On-Call Detective assignment shall begin at 0800 hours on Monday and end at 0759 hours on the following Monday.
- C. The On-Call Detective assignment shall be filled on a rotating basis by any Association member assigned as a Detective or otherwise assigned to that unit on a temporary basis.
- D. The rotation schedule for the On-Call Detective shall be established between Detective Association members and their Sergeant. Establishment of a rotation schedule shall not prevent the trading of on-call weeks between Detectives involved, as long as the Detective Sergeant or designee approves of the trade.
- E. At the end of each on-call week, the Detective who completed the prior on-call week shall be compensated with one (1) day or eight (8) hours of compensatory time off. This is a flat rate and will not be computed as time and one-half.
- F. The compensatory time earned in "F" above may be banked in accordance with Article 5.3(D).
- G. When a Detective is on-call, the provisions of Article 5.4 of the current Agreement between the parties, as well as the remainder of the Agreement, still apply to the City, Detective and the Association.

Section 5.8 Definitions

The following definitions shall apply to Article 5:

- A. The terms *regular shift*, *regularly scheduled work shift*, *regular work schedule* and *regularly scheduled workday* refer to those shift hours and days the employee was assigned to work as they appear on the master schedule.
- B. The term *scheduled days off* refers to those days an employee was not assigned to work as they appear on the master schedule.

ARTICLE 6 – FUNDING

The parties of this Agreement recognize that revenue needed to fund this Agreement must be approved annually by established budget procedures and in certain circumstances, by a vote of the citizens of the City of Keizer. All compensation provided for by this Agreement is therefore contingent upon sources of revenue, and where applicable, voter budget approval. The City will not reduce the compensation specified in this Agreement because of budgetary limitations. The City agrees to include in its budget request amounts sufficient to fund the compensation provided in this Agreement. In the event that the City does not receive the required voter approval needed to fund the annual budget, the parties agree to meet to seek the best possible alternatives to layoff and/or cutback of services.

ARTICLE 7 – WAGES

Section 7.1 Wages

- A. Salary Schedule: Each employee covered by this Agreement shall be compensated in accordance with the Salary Schedule attached which reflects a 3% increase effective July 1, 2009) as Appendix A.

Police Officer
Investigative Services Specialist
Community Service Officer
Police Support Specialist
Property and Evidence Specialist

1. Effective July 1, 2010 through June 30, 2011, wages shall be increased by an amount equal to the increase in the CPI-W Portland (Consumer Price Index-W) Cost of Living Index from December 2008 to December 2009, with a minimum of 2% and a maximum of 3%.
2. Except as set forth below, effective July 1, 2011 through June 30, 2012, wages shall be increased by an amount equal to the increase in the CPI-W Portland Cost of Living Index from December 2009 to December 2010, with a minimum of 2% and a maximum of 3%.

In the event that the Portland CPI-W for the prior year (January to December) exceeds 3%, Section 7.1 of the Agreement shall be automatically reopened. The parties agree to schedule negotiations for no later than April 1, 2012.

- B. Placement of New Hires: The City reserves the right to place a newly hired employee on any step on the salary schedule based on its review of that employee's experience and ability.

- C. Step Increases: Probationary employees shall be eligible for a step advancement upon the satisfactory completion of twelve (12) months of employment and eligible for the next step advancement on the July 1st following completion of probation.

Regular employees will continue to be eligible for step increases on July 1st.

Eligibility for step advancements after completion of probation is ~~are~~ not automatic, but shall be based on a “satisfactory” performance evaluation by the employee’s immediate supervisor.

- D. Early Step Advancement: An employee, who is performing at a level above satisfactory as determined by a Performance Evaluation by the employee’s immediate supervisor, may be recommended for an early step advancement by the Chief. Such early step advancements shall not change the employee’s eligibility date for future normal step advancements.
- E. Officer-in-Charge: An employee who is designated or assigned to serve as Officer-in-Charge will receive a 5% increase in the wage to which the employee would be otherwise entitled for the duration of the assignment. Section 7.2 does not apply to employees who are Officers-in-Charge.
- F. VEBA or MSA Contributions: Effective January 1, 2010 the City shall contribute 1% of employee base wage rates into either VEBA or MSA accounts for all employees covered by the Agreement. The determination of whether a VEBA or MSA program will be established through negotiations between the City and the Association to commence no later than September 1, 2009.

Section 7.2 Working Out of Classification

Any employee designated by the City as acting in a capacity in a higher position than that employee’s regular classification, shall receive the pay for the position designated or a 5% increase above normal salary, whichever is greater, in such assignment for the remainder of the assignment.

Section 7.3 Incentives and Premium Pay

- A. Premiums: Police Officers shall be eligible for DPSST incentives: bonuses as follows.
1. Intermediate Certificate: Upon submittal of evidence satisfactory to the City that the employee has received DPSST Intermediate Certification, the employee shall receive two and one-half percent (2.5%) over and above his/her monthly base pay; or

2. Advanced Certificate: Upon submittal of evidence satisfactory to the City that the employee has received DPSST Advanced Certification, the employee shall receive an additional two and one-half (2.5%) percent (or a total of five (5%) percent) per month over and above monthly base pay.

B. Education Incentives:

1. The City shall pay an incentive of two and one-half (2.5%) percent per month over and above monthly base pay for an employee holding an Associate's Degree.
2. The City shall pay an additional two and one-half percent (2.5%) percent (or a total of five (5%) percent per month over and above monthly base pay to an employee holding a Bachelor's Degree from an accredited college or university.

- C. Language Incentives: An employee who is determined to be fluent in the Spanish language shall receive an incentive of five percent (5%) over and above his/her base pay. An employee who is determined to be fluent in American Sign Language shall receive an incentive of two and one-half (2.5%) percent over and above base pay. Fluency is to be determined by the City based on a standard and testing program approved by the City.

- D. Probationary Employees: Except for language fluency, the incentives and premiums required by this Section shall not be paid during an employee's initial probationary period except at the discretion of the Chief.

E. Special Assignment Premiums:

1. K-9 Handler Pay: To compensate the K-9 handler for the off-duty care of the canine, the handler will be paid five percent (5%) per month of the employee's current pay step when assigned as the Department K-9 officer. The 5% differential is intended to compensate the K-9 Officer for off-duty grooming, feeding and care of the animal at applicable overtime rates. The parties agree that the 5% differential fully compensates the K-9 handler for these activities.
2. Field Training Officer (FTO): An employee designated by the City as a Field Training Officer shall be paid five percent (5%) above the employee's base pay when the Field Training Officer is assigned to train a recruit officer or a reserve officer who is in the field training process. The FTO will be responsible for reporting the premium pay on the time sheet.
3. Motor Officer: To compensate the Motorcycle Officer for the hazards of working from a motorcycle and for the off-duty care of the police motorcycle, e.g., daily maintenance, etc., the Motorcycle Officer will be

paid five percent (5%) above the employee's normal pay step when assigned to the traffic team as a motorcycle officer.

4. Interagency Bomb Squad and Interagency SWAT Team: Employee's designated by the City to serve on the Interagency Bomb Squad or the Interagency SWAT Team will be paid an additional five percent (5%) of their regular base pay.
5. Fleet Manager: Employees assigned as the Fleet Manager for the Department will be paid an additional two and one-half percent (2.5%) of their regular base pay.

E. Incentives and Special Assignment Pay - Limitations on Cumulative Effect:

A maximum of five (5%) percent may be received by any employee by virtue of education incentives provided for above. A maximum of five (5%) percent may be received by any officer qualifying for DPSST incentives provided for above. A maximum of 10% may be received by any employee for premium pay assignments. The total amount of all incentive and premium pay (education, certification, premium pay assignments) may not exceed 20% per month for any employee, except any employee certified as bilingual in Spanish may receive a maximum of five percent (5%), in addition to the above maximums. Likewise, any employee certified as bilingual in American Sign Language may receive two and one-half (2.5%) percent, in addition to the above maximums. All incentives and special assignment pay premiums shall be based on regular base pay.

Section 7.4 Payday

The normal payday for the issuance of paychecks shall be every other Thursday of the month. At the discretion of the City, modifications to the payday schedule may be made where necessary.

Section 7.5 Travel Allowance

- A. Travel Reimbursement: When an employee is authorized to use the employee's own vehicle in the performance of official City duties, the employee shall be compensated at the current Internal Revenue Service rate.
- B. Expense Reimbursement: Employees will be reimbursed actual and reasonable travel expenses pursuant to the City-wide travel reimbursement policy, as it presently exists or is subsequently modified. The policy will not be changed to the detriment of employees without bargaining as required by PECBA.

Section 7.6 Uniforms

- A. Uniforms Provided: The City shall provide all uniforms and equipment as required by the City. The City agrees to provide a duty weapon and all necessary duty rig accessories.

- B. Cleaning: The City shall provide for the care and cleaning of up to eight (8) uniforms per month. If an employee is assigned as a Detective, the employee's clothes worn will be cleaned, up to eight (8) sets per month. The City will pay for the cleaning of up to eight (8) uniforms per month for non-sworn employees
- C. Clothing Allowances:
1. Employees assigned as Detectives requiring business-like attire will be paid five hundred (\$500) dollars per year clothing allowance.
 2. Employees assigned as Police Support Specialist, Investigative Services Specialist, Property and Evidence Specialist and officers assigned to CRU will be paid two hundred (\$200) dollars per year clothing allowance.
- These allowances shall be payable to the employee upon appointment and annually on July 1st of each subsequent year. The City reserves the right to prorate the allowances provided to employees during their first and last year of assignment.
- D. Damage: When a uniform is returned to the City because of wear or damage, it shall be replaced within a reasonable amount of time.
- E. Personal Items: The City agrees to repair or replace personal items of the employee damaged or destroyed while the employee is on duty, unless the damage is attributed to the negligence of the employee. The repair or replacement of personal items shall not exceed reasonable costs. Expensive items of jewelry or personal property which are over \$100.00 in value, excluding wedding rings and eyeglasses, will not be worn while on duty without prior approval, and shall not be subject to this Article.

Section 7.7 Tuition Assistance

- A. Tuition Aid Defined: Tuition aid is defined as full or partial payment or reimbursement of the costs of training sessions, classes or formal academic course work pursued on a part-time basis either during or after normal working hours.
- B. Travel Reimbursement: When an employee is assigned by the City to attend, on a part-time basis, designated courses either during or after regular working hours, the employee shall be reimbursed for all of the costs of course registration and necessary travel expenses. Employees will cooperate in pooling rides when such pooling is available.
- C. Tuition Aid: Tuition aid will be provided for one-half the cost of the course tuition to employees who successfully complete classes with a grade of C or better, for the purpose of self-development, when such training will also be beneficial to the employer as determined by the City. Presentation of the employee's grades from the school shall be sufficient proof. The petitioning

employee shall submit request for tuition aid to the City for approval or disapproval prior to enrollment. The City's obligation shall be limited to one half of the hourly tuition cost for an undergraduate degree course at Western Oregon University, not the promised rate.

Section 7.8 Personal Cell Phones

The City recognizes that due to the nature of some positions, certain employees should have a cellular phone allowance provided. The City Manager may designate employees who will receive a specified amount of additional taxable income per month for the specific purpose of obtaining a personal cell phone plan. This amount will be designated as \$55. These amounts may be adjusted periodically by the City Manager.

The City may also choose to provide a stipend on an annual, bi-annual or other basis to offset the cost of cellular/smart phone equipment. The amount of the stipend will be determined and adjusted periodically by the City Manager. The values of the stipend for equipment will be processed as additional taxable income to the employee. In cases where phones are lost or damaged in the performance of duty members will follow policy 700.3 FILING CLAIMS FOR PERSONAL PROPERTY.

For equipment that allows for data connection to the City computer network for such applications as email or file transfers – all connections, usage, storage and securing of data must be in accordance with the applicable City policy and practices.

ARTICLE 8 – INSURANCE AND RETIREMENT

Section 8.1 Health Insurance and Dental Insurance

- A. The City will pay ninety-five percent (95%) of the premium to provide medical and dental insurance coverage for full-time employees who are participating in the City's current Health Net Plan #101097 and MetLife Dental Plan. Employees participating in those plans shall be responsible for paying the remaining five (5%) percent of the premium, irrespective of level of coverage. Employees who elect to be covered by lower cost medical and/or dental plans made available by the City shall receive contributions from the City up to the same amount as required for employees participating in the above plans. Any premium costs in excess of that amount shall be the employee's responsibility.

For regular part-time employees, the City will split the cost of employee-only medical and dental insurance using the same 95%/5% split as described above.

All employee contributions shall be paid through payroll deductions.

- B. The City will continue to provide an IRC Section 125 flexible spending account plan.

- C. The City may select a different plan or provider of benefits, which are on the whole substantially comparable to those currently provided. The City and the Association shall consult within fourteen (14) days of the City's written notice to an Association E-Board member, but need not bargain over a change in plan permitted by this Article. If a change in benefits is not substantially comparable, then the Association may demand to bargain over the change.

Notwithstanding the above, the City reserves its right to change carriers without bargaining, consistent with PECBA.

Section 8.2 Life Insurance

The City agrees to provide \$60,000 24-hour life insurance protection to all regular and probationary full-time employees covered by this Agreement.

Section 8.3 Retirement

- A. The City agrees to participate in Public Employees Retirement System (PERS) Plans for the classifications of Police Officer, Police Support Specialist, Community Services Officer, Investigative Services Specialist and Property and Evidence Specialist. For those employees working in the classifications of Police Support Specialist, Community Services Officer, Investigative Services Specialist and Property and Evidence Specialist, participation will commence on the effective date of the City's 2009 Coverage Agreement with PERS and after the employee serves the six (6) month PERS waiting period. The City shall pay the PERS employee contribution for each employee in the classifications listed above by not reducing the compensation of those employees to generate the funds needed to pay employee contributions.

The City will continue to contribute eleven (11%) of gross monthly pay into the City's current IRC Section 401 qualified defined contribution plan for employees working in the classification of Police Support Specialist, Community Services Officer, Investigative Services Specialist and Property and Evidence Specialist. These contributions will be discontinued after PERS participation is approved for those classifications and the employee serves the six (6) month PERS waiting period. There shall be no duplication of PERS and IRC Section 401 contributions. Additionally, in no event will the City make those eleven percent (11%) contributions for any employee last hired by the City on or after the effective date of the City's 2009 Coverage Agreement with PERS.

- B. Employees may contribute voluntarily to the deferred compensation plans administered for the City (currently the ICMA Trust, AIG Valic, Oregon Savings Growth Plan or Nationwide). The City shall match the employee's contribution up to six (6%) percent of the employee's gross salary. This Article shall not obligate the employee or the City to contribute more than twenty-five (25%) percent of wages or such other amount as is imposed as a maximum contribution by the Internal Revenue Code or the retirement plan.

Section 8.4 Workers Compensation

All employees are covered for on-the-job injuries and occupational illnesses under the state workers' compensation law. When an employee must take time off by reason of an occupational illness or on-the-job injury, the employee will receive workers compensation in accordance with state law.

In addition, for the first one hundred and eighty days following such illnesses or injuries or an aggravation of an original illness or injury, the City agrees to supplement the employee's workers' compensation time loss benefits up to the employee's regular salary after taxes. After one hundred and eighty days following an occupational illness or on-the-job or injury or aggravation, the employee shall use available sick leave to make up the difference between workers' compensation time loss payments and his/her regular salary after taxes, until such time as the employee is eligible to receive disability benefits under PERS or the City's long term disability insurance policy. In the event the employee's sick leave bank is exhausted, his/her accrued compensatory time, vacation time or holiday pay will be used to make up the differential between the employee's workers compensation benefits and the employee's regular salary after taxes until such time as the employee is eligible to receive disability benefits under PERS or the City's long term disability plan. Employees may designate the order in which they want to use other paid leave accruals. In the event an employee fails to make such a designation in advance of issuance of his/her first paycheck following the commencement of the absence, the City will use his/her compensatory time first, followed by holiday banks, then accrued vacation.

Employees may be allowed to use other paid leave accruals, as described above, before depleting sick leave with the City's approval.

Employees who must take time off from work due to on-the-job injuries and occupational illnesses are entitled to reinstatement for up to three (3) years, consistent with applicable law.

Section 8.5 Long Term Disability Insurance

The City will pay the full premium to provide salary protection for long-term disability as a result of illness or injury to full-time employees. Employees shall be eligible for long-term disability coverage ninety (90) calendar days from the date of injury of disability. Eligibility for benefits is governed by the terms of the City's long-term disability insurance policy.

Section 8.6 Light Duty

The parties recognize that the nature of law enforcement restricts the City's ability to accommodate employees who, for medical reason, are unable to perform all of the duties of a police officer.

When an employee who is recovering from an injury or illness compensable under workers' compensation is certified as fit for light-duty, but not full-duty, the City may assign light-duty work within the employee's medical restrictions, subject to the Department's determination that actual light-duty work suited to employee's medical limitation is available.

Generally, to be eligible for a light-duty assignment, an employee must be temporarily unable to return to his/her regular duties as the result of an on-the-job injury or illness and not medically stationary. Once an employee becomes medically stationary, that employee is no longer eligible to participate in light-duty assignments. The City will, however, comply with its obligation to assign light-duty work to employees who qualify as disabled due to off-the-job injuries or illnesses, as required under the reasonable accommodation provisions of the ADA and state disability discrimination law.

It is understood that the City may assign an employee who is on light-duty assignment to a different shift without regard to seniority. The City may require a medical verification of the employee's ability to safely perform the light-duty duties as a condition to placing an employee in a light-duty assignment. The City shall have the right to obtain a second medical opinion at its own expense in order to verify any medical opinion it has received from the employee's healthcare provider.

In the event light-duty assignments are granted the employee will receive his/her regular rate, including incentive pay. During the time an employee is on light-duty, sick leave, holiday pay and vacation pay will continue to accrue at the employee's regular rate. There shall be no charge to the employee's sick leave, holiday or vacation pay banks for the time spent working in a limited-duty capacity.

Section 8.7 Continuation of Coverage

Employees shall continue to receive medical, dental, long term disability and life insurance benefits during the time they are on paid leave (holiday, vacation, sick leave, etc.) or during the time they are on FMLA leave, whichever is greater. Benefit coverage through the City's payment of the premiums will continue until the last day of the month in which the employee's paid leave is depleted or FMLA leave expires, whichever occurs later, except as otherwise required by law.

ARTICLE 9 – LEAVE WITH AND WITHOUT PAY

Section 9.1 Sick Leave

- A. Accrual: All employees accrue sick leave as an insurance against the impact of illness or injury. Sick leave shall accrue at the rate of 96 hours per calendar year and will be accrued at the rate of 3.7 hours of sick time per pay period (96 hours divided by 26 pay periods = 3.7). Accrual shall begin upon commencement of employment and shall continue to accrue while an employee is on paid leave, including leave for which an employee is receiving workers' compensation benefits. Paid sick leave benefits do not accrue during periods an employee is on unpaid leaves of absence or long-term disability. Unused sick leave shall accumulate to a maximum of 2520 hours. Part-time employees shall accrue sick leave on a pro-rata basis up to a maximum of 1260 hours.
- B. Use of Sick Leave: Employees may utilize their earned sick leave for the following purposes:
1. When the employee is unable to perform their his/her work duties by reason of off-the-job illness, injury or pregnancy, exposure to contagious disease under circumstances which the health of the employees with whom associated or members of the public necessarily deal with would be endangered by attendance of the employee.
 2. When the employee is unable to perform his/her work duties by reason of on-the-job injury or illness in the amount of the differential between the employee's time loss benefits and his/her regular wage.
 3. For medical or dental appointments when, due to the employee's work schedule, the employee is unable to schedule such appointments outside of work hours. In this instance, appointments will be scheduled to minimize interference with the work schedule; it is recognized that each employee has the responsibility to make every effort to schedule appointments during off-duty hours.
 4. When required to provide care for an ill or injured member of the immediate family in order to make arrangements for alternative care. For the purpose of this Section, "immediate family" includes the employee's spouse, parents or children as defined in the federal Family Medical Leave Act, the employee's parents-in-law, grandparents, grandchildren and domestic partner as defined in Article 1, Section 1.2, as well as the parents, children, grandparents and grandchildren of such domestic partner.
 5. When an employee who is eligible for leave under the Oregon Family Leave Act (OFLA) is absent for an OFLA qualifying reason, including caring for a minor child.

- C. Donation of Sick Leave: An employee may donate up to forty (40) hours of sick leave per calendar year to a donated leave bank administered by the City. To be eligible to apply for donated leave, an employee must have a serious illness or medical condition or be caring for a family member with a serious illness or medical condition that requires a prolonged absence from work and must have exhausted all sick leave, compensatory time, vacation and holiday time and must not be eligible for disability benefits under PERS or the City's long term disability benefits prior to receipt of any donated sick leave.

Applications for donated leave must be made to Human Resources, in writing, and must describe the serious illness or medical condition necessitating the leave. All applications for donated leave must be approved by the City in advance. Donated leave will be based on an hour for hour exchange, without regard to differences in the pay rate between the employee donating and the employee receiving the donation and will be paid out at the receiving employee's normal rate of pay.

- D. Substantiation: The City may require an employee to submit verification of eligibility for sick leave from an employee's doctor or healthcare professional as whenever the employee's sick leave usage exceeds three (3) consecutive workdays or whenever the City can articulate a good faith concern (e.g. questionable patterns of absence, suspicious explanations, etc.), regarding the employee's eligibility to receive sick leave. Receipt of verification may be required as a condition of payment. In the event verification is required, out-of-pocket cost billed by the doctor or healthcare professional to obtain the necessary verification shall be paid by the City to the extent such costs are not covered by insurance. Verification may be required for absences due to illnesses and injuries of the employee or to substantiate that the employee's attendance is needed to care for an ill or injured family member.
- E. Reporting Absence: Any employee who is ill and unable to report to work shall notify the on-duty supervisor or, in the event the on-duty supervisor cannot be reached, his/her immediate supervisor at least one (1) hour prior to the employee's reporting time. In case of a continuing illness or injury, the employee shall keep his/her immediate supervisor advised of his/her inability to report to work on a daily basis. However daily notice will not be required in situations where the employee has submitted written verification from his/her doctor or health care professional of his/her need to be absent from work for a definite period or as otherwise approved by his/her supervisor.
- F. Sick Leave on Retirement: Upon retirement of an employee, as permitted by applicable law, fifty (50%) percent of an employee's unused sick leave shall be credited to retirement.

Section 9.2 Family Medical Leave

The City will comply with the Family Medical Leave Act (FMLA) and Oregon Family Leave Act (OFLA.) Generally these laws provide leave for the employee's own serious health condition, for the serious health condition of specified family members, for parental leave purposes, to care for a child who needs home care but does not have a serious health condition, to provide care to an immediate family member or next of kin who is recovering from serious injury or illness incurred in the performance of military service or for absences due to "qualifying exigencies" arising out the fact that an immediate family member has been called or notified of a call to active military duty.

The employee may be required to have his/her healthcare provider complete a medical certification form to substantiate eligibility for FMLA and OFLA Leave and as necessary to obtain a second and/or third opinion. Should the employee be required to provide a certification or to obtain a second or third certification for family leave purposes, the employer shall bear the cost of such certifications. Employees may be required to provide a fitness for duty certification before returning from family leave, except in the case of childbirth or adoption, and only if the employee has taken leave for a serious health condition or if the City believes the employee is not fit or may be unable to perform duties as assigned.

When sick leave is used for FMLA/OFLA qualifying purposes, the leave will be counted against the employee's FMLA and/or OFLA entitlement, as permitted by applicable law.

While out on such leave, an employee shall utilize any accrued sick leave he/she is eligible to receive under Article 9.1 (B) above until such time as the employee is eligible to receive disability benefits under PERS or the City's long term disability insurance policy. Employees who are absent from work for FMLA or OFLA qualifying reasons, but who are not eligible receive sick leave benefits or have depleted sick leave benefits may designate the order in which they want to use other paid leave accruals until such time. In the event an employee fails to make such a designation in advance of issuance of his/her first paycheck following the commencement of the absence, the City will use his/her compensatory time first, followed by holiday banks, then accrued vacation time in that order for their absence. After using all paid time, the employee may take leave without pay for the remainder of the family leave year designated by the City. Except as provided by law, family leave shall not exceed twelve (12) weeks within the family leave year specified by the City.

Section 9.3 Other Leaves

- A. **Jury or Witness Duty:** A regular employee shall be granted a leave of absence with pay for the following.
1. Service with jury;
 2. Appearance before a court, legislative committee or judicial or quasi judicial body; except in any case where the Association or the employee is

a complainant against the City, as a witness in response to a subpoena or other direction by proper authority.

Employees who are excused from jury service or court appearance before the end of the workday shall immediately report their availability for assignment to their supervisor and shall tender to the City any jury duty pay.

All monies received for jury duty will be surrendered to the City, as a condition of payment. Pay for jury or witness duty shall be limited to the pay an employee would receive for his/her regular workday. Employees are not entitled to overtime pay for jury or witness duty.

- B. Personal Unpaid Leave: A regular employee may be granted leave of absence without pay when the work of the Department will not, in the view of the City, be handicapped by this absence. Requests for such leaves must be in writing and must establish justification for the approval by the Department Head or City Manager. Leaves of absence up to two (2) weeks without pay may be granted by the Chief. Leaves of absences for longer than two (2) weeks must be approved by the City Manager.
- C. Military and Peace Corps Leave: Military and Peace Corps leave shall be granted in accordance with applicable law.
- D. Bereavement Leave: Following a death in the employee's immediate family, the employee is entitled to a maximum of three (3) days bereavement leave with pay, plus two (2) additional days available chargeable to any accrued leave at the discretion of the Chief. For the purpose of this subsection, immediate family includes: mother, father, son, daughter, siblings, husband, wife, mother-in-law, father-in-law, sister-in-law, brother-in-law, grandchild and grandparent. It also includes domestic partners, as defined in Article 1, Section 1.2, as well as the mother, father, son, daughter, siblings, grandparents and grandchildren of such domestic partners.
- E. Extended Medical Leave: Additional leave without pay may be offered as a reasonable accommodation to an employee who is also a qualified individual with a disability, unless it would be an undue hardship on the City in accordance with the ADA and state law. The City may impose conditions or restrictions as permitted by Oregon or federal law.

Section 9.4 General Rules

- A. Failure to Return from Leave: Any employee who has been granted a leave of absence and who, for any reason, fails to return to work at the expiration of said leave of absence shall be considered as having resigned employment with the City and the position shall be declared vacated, except and unless the employee, prior to the expiration of the employee's leave of absence or as allowed by family leave laws, has furnished evidence that the employee is unable to return to work by

reason of sickness, physical disability or other legitimate reasons beyond the control of the employee.

- B. Absence Without Leave: Except as allowed by family leave laws with respect to unanticipated need for family leave, an absence of an employee from duty, including any absence for a single day or part of a day, that is not authorized or taken pursuant to a leave of absence, shall be deemed to be an unauthorized absence. An employee who has an unanticipated need for family leave must comply with the notice requirements under applicable law. Unauthorized absences shall be without pay and may subject an employee to disciplinary action.

ARTICLE 10 – VACATION AND HOLIDAYS

Section 10.1 Vacation

- A. Accrual of Vacation Benefits: Regular and probationary full-time employees shall accrue vacation time on a monthly basis. The amount of an employee's vacation accrual will be adjusted for the City's bi-weekly payroll periods. Vacation pay is earned from an employee's first day of employment, but cannot be used until completion of twelve (12) months of continuous employment, except at discretion of the Chief or designee. Regular and probationary full-time employees shall earn vacation pay as follows:
1. From one (1) through two (2) years of employment at a rate of six point seven (6.7) hours per month of employment and will be reflected on the employee's bi-weekly pay stub as 3.09 hours.
 2. Commencing with the third (3rd) year of employment at a rate of eight (8) hours per month of employment and will be reflected on the employee's bi-weekly pay stub as 3.69 hours.
 3. Commencing with the fifth (5th) year of employment at a rate of ten (10) hours per month of employment and will be reflected on the employee's bi-weekly pay stub as 4.62 hours.
 4. Commencing with the tenth (10th) year of employment at a rate of twelve (12) hours per month of employment and will be reflected on the employee's bi-weekly pay stub as 5.54 hours.
 5. Commencing with the fifteenth (15th) year of employment at a rate of sixteen point seven (16.7) hours per month of employment and will be reflected on the employee's bi-weekly pay stub as 7.70 hours..
- B. Accrual for Regular and Probationary Part-Time Employees: "Regular part-time" employees shall accrue vacation in accordance with Article 1.2.

- C. Eligibility for Continued Accrual: Regular and probationary full-time and part-time employees will continue to accrue vacation pay, as long as they are actively employed or on paid leave.
- D. Maximum Accrual: An employee may accrue a maximum of 400 hours of vacation time. Any excess hours over 400 will be forfeited without compensation.
- E. Effect of Holidays: When an authorized holiday occurs during the vacation period, such day shall be observed as a holiday and not be deducted from earned vacation.
- F. Effect of Separation: Any vacation owed to a terminating employee shall be added to the employee's final pay.
- G. Pay in Lieu of Vacation: An employee, subject to availability of budgeted funds and the Chief's approval, may elect to be paid 40 hours of vacation pay in lieu of taking 40 hours of vacation time off, if such pay is taken concurrently with 40 hours of vacation time off.
- H. Vacation Selection: Employees shall be permitted to request vacation time off either on a split or an entire basis. Employees shall have the right to determine the vacation time, subject to scheduling required for public service. The Chief or designee shall make the determination of whether an employee's vacation time off request will be granted based upon the needs of an efficient operation, the availability of vacation relief and the City's right to arrange the schedule so that each employee who is eligible has an opportunity to take vacation time off.

Vacation time shall be selected on the basis of seniority within their work unit provided, however, that employees will be permitted to exercise their right of seniority only once annually for a one (1) block of time period, not to exceed three (3) consecutive calendar weeks, unless otherwise approved by the Chief. Thereafter, conflicting requests for the same vacation time shall be resolved on the basis of prior scheduling. Each employee must make a good faith effort to schedule at least one (1) block of time, at least one (1) week off, during each year.

One officer per patrol team will be allowed to be on vacation at any one time, unless more are approved by the Chief or designee. This limitation shall not apply if an officer with previously approved vacation is switched to a different patrol team provided, however, that vacation may be disapproved or canceled in the event of a staff reduction or an unforeseen emergency.

- I. Concurrent Leaves: If the leave is for a qualified State or Federal family leave purpose, all leaves of absence, no matter how classified, shall be counted against the employee's family leave entitlement. In such a case, upon request, the employee shall provide health care provider certifications, including second and third opinions and fitness for duty certifications, as provided by family leave laws.

Section 10.2 Sworn Employees' Holidays – Excluding School Resource Officers and Detectives

All sworn police officers, excluding School Resource Officers and Detectives, shall receive holiday pay as follows:

- A. **Holidays:** Such officers shall be entitled to take twelve (12) paid floating holidays off per fiscal year, based on their work schedules.

A member assigned to a twelve (12) hour Shift will earn twelve (12) hours of floating holiday time off per month (5.54 hours per pay period).

A member assigned to a ten (10) hour Shift will earn ten (10) hours of floating holiday time off per month (4.62 hours per pay period).

A member assigned to an eight (8) hour Shift will earn eight (8) hours of floating holiday time off per month (3.70 hours per pay period).

Holiday time off may be scheduled and approved up to ninety (90) days in advance and is granted on a first come, first serve basis.

- B. **Scheduling:** Holiday scheduling is an employee responsibility. Employees will schedule holidays in good faith based on days available and must receive their supervisor's approval. Supervisory approval can be withheld only to meet operational and staffing needs. Holiday time off not taken in accordance with this Article will be lost, unless it is not taken or is canceled by the Department for operational reasons, in which case it will be paid. Employee may not accrue more than twenty-four (24) hours of holiday time.

Section 10.3 Detectives, School Resource Officers and Non-Sworn Employee Holidays

All sworn officers assigned to serve as Detectives or School Resource Officers, as well as non-sworn employees shall receive holiday pay as follows:

- A. The following shall be recognized and observed as guaranteed paid holidays for all Detectives, School Resource Officers and non-sworn employees in the bargaining unit. On these holidays, the business office will normally be closed. The two additional personal leave days will be treated as set forth below.

- | | |
|-----------------------|---------------------------|
| 1. New Year's Day | 6. Labor Day |
| 2. Martin L. King Day | 7. Veteran's Day |
| 3. President's Day | 8. Thanksgiving Day |
| 4. Memorial Day | 9. Day after Thanksgiving |
| 5. Independence Day | 10. Christmas Day |

- B. **Personal Leave:** In addition to the above authorized holidays, employees described in this Section shall receive 16 hours of personal leave per fiscal year.

Personal leave will be granted on July 1st of each fiscal year and must be utilized by June 30th of the same fiscal year. Personal leave may be taken in one-hour increments. Employees are to request time off with their supervisor in advance. Time off will be granted on the following basis: for each unit of time off requested, an equal amount of time must be given, (For example: for one-hour off, one-hour advance notice must be given, for two-hours off, two-hours advance notice must be given, etc.).

Personal leave may not be carried over to the following fiscal year or credited to another type of leave. Personal leave days are not considered to be vested compensation and are not paid at separation.

Section 10.4 Weekend Holiday

For non-sworn employees, Detectives and School Resource Officer's, whenever a holiday falls on Saturday, the preceding Friday shall be considered to be the holiday. Whenever a holiday falls on Sunday, the following Monday shall be considered to be the holiday.

Whenever a holiday falls during paid vacation, paid sick leave or other paid leave, the holiday shall be observed and no charge shall be made against the employee's paid leave account for that day.

Section 10.5 Holiday Pay

For non-sworn personnel, work performed on holidays which falls within the employee's work week shall be considered as overtime work and shall be compensated in the same manner as overtime. For purposes of holiday compensation, an employee whose shift begins on the holiday shall receive holiday pay for the full regular shift.

ARTICLE 11 – PROBATION

All new hires and rehires shall serve a probationary period. The probationary period for sworn personnel may be any time period up to eighteen (18) months and may be extended to a maximum of twenty-four (24) months, if mutually agreed to by the Chief and the Association. Non-sworn personnel shall serve a probationary period of up to twelve (12) months and may be extended to a maximum of eighteen (18) months, if mutually agreed to by the Police Chief and the Association.

The probationary period shall be a part of the examining process and shall be used to determine the skills and abilities of the newly hired or rehired employee to be assigned to regular status. Probationary employees serve at the will of the City and may be disciplined, suspended or discharged without cause and without appeal through the grievance and arbitration procedures set forth in Article 16 of this Agreement.

ARTICLE 12 – SENIORITY

Section 12.1 Seniority

- A. Seniority Defined: Bargaining unit seniority is determined by the length of an employee's continuous service with the Police Department in the bargaining unit from last date of hire. Classification seniority is determined by the length of an employee's service in the employee's current classification, as described by Section 12.5, below and is used for the purpose of patrol schedule rotation and vacation bidding in accordance with Articles 5 and 10.
- B. Seniority List: The City will make electronic copies of bargaining unit and classification seniority lists available to the Association and employees upon request.

Section 12.2 Layoff and Recall

- A. Layoff: The City may lay off an employee when the City determines it necessary to abolish a position or that a shortage of funds or work exists. Layoff shall be by specific job classification as listed in Appendix A. Probationary employees in the classification(s) affected by layoff will be laid off first. In the event the City determines that it is necessary to layoff regular employees, employees in the classification(s) affected shall be in laid off in ascending order (bottom to top) based on bargaining unit seniority.

An employee shall be given written notice at least fifteen (15) days before the effective date stating the reasons for the layoff.

- B. Recall: Employees shall be recalled from layoff to the classification held at the time of layoff in inverse order of layoff according to their bargaining unit seniority. No new employees shall be hired in one of the classifications until all employees in that classification on layoff status desiring to return to work have been recalled or have otherwise suffered a break in seniority, as set forth in Section 12.3, below.
- C. Layoff List: Layoff status shall be maintained for a two (2) year period. It shall be the obligation of the employee to maintain a current address with the City during this period.
- D. Bumping: A bargaining unit member scheduled to be laid off may utilize his/her bargaining unit seniority to bump the employee with the lowest bargaining unit seniority in a lower classification, if the bargaining unit member is presently qualified and certified to perform, immediately, all of the duties and responsibilities of the different classification. Employees who wish to exercise bumping rights must notify the City in writing within ten (10) calendar days of receipt of layoff notice.

Section 12.3 Continuity of Service

Service requirements for advancement within salary range, extended steps, holidays and vacation shall be based upon continuous and total service as a regular employee.

- A. Employees will continue to accrue seniority. Seniority will be broken and the employment relationship will be severed if any of the following events occur:
1. Voluntary resignation or retirement;
 2. Discharge of a regular employee for just cause or a probationary employee at will;
 3. Layoff or absence from work due to off-the-job illness or off-the-job injury for more than 24 months duration;
 4. Failure to notify the City of intent to return to work pursuant to a recall notice sent by certified mail, return receipt requested, to the last address provided to the City through personnel records within ten business days of delivery;
 5. Failure to report for work immediately upon expiration of an authorized leave of absence or, in the case of an absence due to off or on-the-job injury or illness, failure to report for available work within seven days of receipt of notice of a limited or a full medical release to return to work;
 6. Absence from work due to an on the-job-injury or on-the-job illness in accordance with Chapter 659A.
 7. Failure to return from military leave, in accordance with applicable law.

Section 12.4 Retention of Seniority for Promotions

Employees who are promoted to positions within the Department that are outside the bargaining unit, but are returned to bargaining unit positions by the City will return with the seniority they had accrued at the time of their promotion restored. The time an employee spends in such a position will not however, be applied toward his/her seniority. Instead, the employee's bargaining unit and classification seniority date will be adjusted by an amount equal to the time he/she served in the non-bargaining unit position.

Section 12.5 Retention of Classification Seniority upon Reemployment

In the event an employee voluntarily resigns from employment with the City, but is rehired within one (1) year from the date of the resignation, the classification seniority the employee had on the date of resignation will be restored.

ARTICLE 13 – COMPLAINTS, INVESTIGATIONS AND DISCIPLINE

Section 13.1 Complaints, Investigations and Discipline

All discipline and termination actions shall be only for just cause using the principles of progressive discipline and adhering to the procedure set forth in Appendix B and Appendix C. Appendices B and C shall not be changed without bargaining.

ARTICLE 14 – PERSONNEL RECORDS

Section 14.1 Personnel Record

The City shall maintain a personnel record of each employee in the City service. This record shall be the official record of the City and shall contain copies of all official reports, memos, letters, personnel actions, etc., relating to the employee's performance and employment status.

Section 14.2 Inspection of Record

An employee may inspect the contents of the employee's personnel record, except for confidential reports from previous employers, upon the employee's oral request to do so. An employee's official representative, with the permission of the employee, may inspect all records pertaining to the employee except confidential reports from previous employers. Should the employee's personnel record contain a psychological or psychiatric report which could be harmful for the employee to review, the City may elect to disclose the report to the employee's physician of choice.

Section 14.3 Critical Entries

No disciplinary action, evaluation document, or complaint will be placed into an employee's personnel file without a copy being provided to the employee. Normally, the employee will be asked to acknowledge receipt of a copy by affixing the employee's signature to the file copy. Such a signature is not to be construed as indicating agreement with the contents thereof.

Section 14.4 Rebuttal Material

If an employee believes that there is material in the personnel record which is incorrect or derogatory, the employee shall be entitled to prepare in writing an explanation or opinion regarding the particular material, and this shall be included as a part of the personnel record. If the employee believes that such specific information should be removed entirely from the files, the employee may petition for such consideration to the City.

Section 14.5 Entries Dated

Each entry into the employee's personnel file shall be dated.

Section 14.6 Removal

An employee may request the removal of disciplinary documents from the employee's personnel file at any time. Any such request shall be made to the Chief and may be appealed to the City Manager.

ARTICLE 15– GRIEVANCE PROCEDURE

Section 15.1 Grievance Procedure

Grievance, for the purpose of this Agreement, is defined as a dispute regarding the meaning or interpretation of a particular clause of this Agreement or regarding an alleged violation of this Agreement. Such grievance shall be settled in the following manner:

Step One: Should an employee believe that an employee's rights under this Agreement have been violated, within fourteen (14) calendar days of the date of such grievance or knowledge thereof, the employee shall report the matter in writing to the employee's immediate supervisor. The written grievance shall be on a form approved by the City and Association and shall include:

1. A statement of the grievance and relevant facts;
2. Provision of the Agreement violated; and
3. Remedy sought.

Within fourteen (14) calendar days after receipt of such report, the immediate supervisor shall attempt to resolve the matter and submit an answer in writing to the employee.

Step Two: If the grievance still remains unsettled, within fourteen (14) calendar days after the reply of the immediate supervisor is received or the date that such reply is due, the Association may submit the grievance in writing to the Police Chief. The Chief shall respond in writing to the employee within fourteen (14) calendar days.

Step Three: If the grievance still remains unresolved, within fourteen (14) calendar days, the Association may submit the matter in writing to the City Manager. The City Manager shall respond in writing to the employee within fourteen (14) calendar days.

Step Four: If the grievance still remains unsettled, within ten (10) days after the reply of the City Manager is due, the Association may serve written notice to the City Manager of the Association's intention to arbitrate the grievance.

After the grievance has been so submitted, the Association may request from the Oregon Employment Relations Board a list of seven (7) Oregon and Washington arbitrators. The

parties shall select an arbitrator from the list by alternatively striking a name, with the first strike being determined by lot. The final name left on the list shall be the arbitrator. The arbitrator's decision shall be final and binding, but the arbitrator shall have no power to alter, modify, add to or detract from the terms of the contract. The arbitrator's decision shall be within the scope and terms of the contract and in writing including detailed findings and conclusions, together with an explanation of the reasoning utilized in making the decision. The arbitrator shall be asked to submit the decision within thirty (30) days of the date of the hearing.

Section 15.2 Cost of Arbitrator

Each party shall be responsible for paying the costs of presenting its own case in arbitration, including the payment of witness fees, if any. The cost for the arbitrator, court reporter (if any), and the hearing room shall be borne by the losing party. The arbitrator shall designate the "losing party." The arbitrator's designation of the "losing party" shall be final and binding. The cost of a court reporter is contingent on both parties having agreed to utilize the services of a court reporter.

Section 15.3 Time Limits

Any or all time limits specified in the grievance procedure may be waived by mutual written consent of the parties. Failure to submit the grievance in accordance with these time limits without such waiver shall constitute abandonment of the grievance. Failure by the City to respond within the time limit shall permit the grievance to proceed to the next step. The grievance may be terminated at any time upon receipt of a signed statement from the employee that the matter has been resolved through Step Three of the Grievance Procedure.

ARTICLE 16 – SAVINGS CLAUSE

Should any article, section or portion of this Agreement be held unlawful and unenforceable by final order of any court of competent jurisdiction or administrative agency having jurisdiction over the subject matter, or by legislation of the State of Oregon or federal government, such decision or legislation shall apply only to the specific article, section or portion thereof directly affected. Upon issuance of any such decision or legislation, the parties agree immediately to negotiate a substitute, if possible, for the invalidated article, section or portion thereof. All other portions of this Agreement, and the Agreement as a whole, shall continue without interruption for the term hereof.

ARTICLE 17 – TERM OF AGREEMENT

Section 18.1 Term of Agreement

Any specified Article or Articles of this Agreement may be opened for negotiation by mutual written consent of both parties at any time during the life of the Agreement.

This Agreement commences on July 1, 2009, and terminates on June 30, 2012. The parties will commence negotiations on or about January 1, 2012. This Agreement will remain in full force and effect during the period of negotiations.

CITY OF KEIZER, OREGON

KEIZER POLICE ASSOCIATION

Chris Eppley Date
City Manager

Darsy Olafson Date
President

H. Marc Adams Date
Chief of Police

Carrie Anderson Date
Vice President

MONTHLY SALARY SCHEDULE

Effective July 1, 2009

Keizer Police Association Bargaining Unit Employees Salary Schedule - Effective July 1, 2009											
Effective 7/1/2009 w/3.0% COLA											
Range	Classification	Salary Steps									
		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
15	Police Support Specialist	16.46 1,316.80 2,853.07	16.96 1,356.80 2,939.73	17.47 1,397.60 3,028.13	17.99 1,439.20 3,118.27	18.53 1,482.40 3,211.87	19.09 1,527.20 3,308.93	19.66 1,572.80 3,407.73	20.25 1,620.00 3,510.00	20.85 1,668.00 3,614.00	21.48 1,718.40 3,723.20
16	Property & Evidence Specialist	17.29 1,383.20 2,996.93	17.81 1,424.80 3,087.07	18.34 1,467.20 3,178.93	18.89 1,511.20 3,274.27	19.46 1,556.80 3,373.07	20.04 1,603.20 3,473.60	20.64 1,651.20 3,577.60	21.26 1,700.80 3,685.07	21.90 1,752.00 3,796.00	22.55 1,804.00 3,908.67
17	Investigative Services Specialist Community Services Officer	18.15 1,452.00 3,146.00	18.70 1,496.00 3,241.33	19.26 1,540.80 3,338.40	19.83 1,586.40 3,437.20	20.43 1,634.40 3,541.20	21.04 1,683.20 3,646.93	21.67 1,733.60 3,756.13	22.32 1,785.60 3,868.80	22.99 1,839.20 3,984.93	23.68 1,894.40 4,104.53
21	Police Officer	23.68 1,894.40 4,104.53	24.87 1,989.60 4,310.80	26.11 2,088.80 4,525.73	27.41 2,192.80 4,751.07	28.78 2,302.40 4,988.53					

Complaints Against Members

1020.1 PURPOSE AND SCOPE

It is essential that public confidence be maintained in the ability of the department to investigate incidents and properly adjudicate complaints against its members, determine the facts, ensure accountability and correct deficiencies. The department explains facts and circumstances determined by the investigation, subject to public disclosure, to assist the citizen complainant and the public to understand proper police procedures when officers are exonerated. Additionally, the Chief of Police has the responsibility to discipline those members whose conduct is determined to be improper, discredits the department, impairs its effective law enforcement operations, or constitutes a violation of department policy, procedure or law.

1020.1.1 POLICY

The department accepts complaints against its members and will fully investigate each. Investigations shall be conducted in a fair and impartial manner with truth as the primary objective. The rights of employees and the public must be preserved. Investigations of complaints and serious incidents are conducted to provide accountability to the public and to provide protection to the falsely accused employee, assess training needs, facilitate re-evaluation, or instigate formulation of departmental policies and procedures. Complaints consist of any allegation of misconduct or improper job performance against any department employee that, if true, would constitute a violation of department policy or federal, state, or local law.

Inquiries about employee conduct which, even if true, would not qualify as a personnel complaint may be handled informally by a department supervisor (including, by definition, an acting-supervisor) and shall not be considered complaints.

Personnel Complaints shall be classified in one of the following categories:

Informal – A matter in which the complaining party is satisfied that appropriate action has been taken by a department supervisor of rank (or acting rank) greater than the accused employee. Informal complaints need not be documented on a *Citizen Complaint Statement* and the responsible supervisor shall have the discretion to handle the complaint in any manner consistent with this policy.

Formal – A matter in which the complaining party requests further investigation or in which a supervisor or member of Command Staff determines that an *Administrative Inquiry* or *Internal Affairs Investigation* is warranted. (See also Policy Manual § 1020.1.2.) Such complaints shall be routed to the appropriate Division Commander who will brief the Chief of Police on the seriousness and complexity of the complaint.

Incomplete – A matter in which the complaining party either refuses to cooperate or becomes unavailable after diligent follow-up investigation. At the discretion of the assigned supervisor or

the Division Commander, such matters need not be documented as personnel complaints, but may be further investigated depending on the seriousness of the complaint and the availability of sufficient information.

1020.1.2 ADMINISTRATIVE INQUIRIES AND INTERNAL AFFAIRS INVESTIGATIONS DEFINED

Initially, each investigation will be categorized by the Chief of Police as either an Administrative Inquiry or an Internal Affairs Investigation. All internal investigations shall be treated as confidential.

- (a) **Administrative Inquiries:** Administrative Inquiries involve investigations into violations or alleged violations of policy or procedure and which concern matters that, if sustained, experience and common sense indicate will be subject to disciplinary resolution at the supervisor level. Administrative Inquiries shall not be considered Internal Affairs Investigations.
- (b) **Internal Affairs Investigations:** Internal Affairs Investigations involve investigations into significant or continued violations or alleged violations of policy or procedure, which, if sustained may lead to discipline by the Chief of Police or, if designated, another member of Command Staff, up to and including suspension, demotion, or termination.

1020.2 SOURCES OF COMPLAINTS

Complaints may come from the following non-exclusive list of sources:

- (a) Complaints may be received by telephone, letter or in person. It is preferred, however, that complaints be received in person by a supervisor. Supervisors shall attempt to resolve complaints that fall within their scope of responsibility.
- (b) Non-members who wish to file a complaint against a department member shall not be dissuaded from doing so and shall be informed of the manner in which this can be done.
- (c) *Citizen Complaint Statement* and Procedures
 1. When a non-member wishes to file a complaint, a supervisor receiving the complaint shall ask the complainant to complete a *Citizen Complaint Statement*.
 2. If complainant declines or is unable to complete the *Citizen Complaint Statement*, the supervisor receiving the complaint shall document all relevant facts.

- (d) Third-party and anonymous complaints shall be accepted if, after review by the supervisor, it is decided that there is reasonable suspicion to believe that a violation of policy or procedure has occurred. Command Staff shall be advised of all third-party or anonymous complaints whether accepted or not.
- (e) Other members. Members who become aware of alleged misconduct shall notify a supervisor without delay.

1020.2.1 ACCEPTANCE OF COMPLAINTS

The following should be considered before moving a complaint on for further investigation:

- (a) Generally, complaints will not be further investigated unless the alleged misconduct or job performance is of a nature which, if true, would normally result in disciplinary action.
- (b) When the complainant is satisfied that his or her complaint required nothing more than an explanation regarding the implementation of department policy or procedure, a complaint need not be further investigated.
- (c) When the complainant's credibility can be documented as unreliable a complaint need not be further investigated; nevertheless, unless excepted elsewhere, if the complainant's lack of credibility is the only reason not to investigate, then the complainant's contact information shall be collected and command Staff shall be advised of the complaint.
- (d) Depending on the urgency and seriousness of the complaint, a complaint from a juvenile should generally be taken only with his or her parents or guardians present and after the parents or guardians have been informed of the circumstances surrounding the complaint.

1020.3 SUPERVISOR RESPONSIBILITY UPON RECEIVING A COMPLAINT

A supervisor who becomes aware of alleged misconduct shall take reasonable steps to prevent aggravation of the situation.

In general, the primary responsibility for the investigation of a personnel complaint shall rest with the member's immediate supervisor. The Chief of Police or authorized designee may, however, direct another supervisor to investigate a complaint.

Supervisors are responsible for the following:

- (a) If a complaint is an informal complaint, the supervisor shall investigate it and respond to the complainant appropriately and shall counsel the member as necessary.

- (b) If a complaint is such that it requires an Administrative Inquiry, the supervisor shall notify the member's immediate supervisor and Division Commander and shall commence the investigation.
- (c) A supervisor receiving a complaint that may require an Internal Affairs Investigation shall notify the member's immediate supervisor and Division Commander as soon as practicable and shall await direction from the Division Commander or Chief of Police.
- (d) A supervisor shall respect the accused member's due process and procedural rights.

1020.4 ASSIGNMENT TO ADMINISTRATIVE LEAVE

At the discretion of a supervisor or the Chief of Police, members may be relieved from duty with pay pending the outcome of the complaint process. This action is administrative and does not constitute discipline.

1020.4.1 ADMINISTRATIVE LEAVE

A member placed on administrative leave may be subject to the following:

- (a) Under such circumstances, a member placed on administrative leave shall continue to receive regular pay and benefits pending the imposition of any discipline.
- (b) A member placed on administrative leave may be required to relinquish any badge, issued identification, weapon(s), and other equipment.
- (c) A member placed on administrative leave may be ordered to refrain from taking any action as a department member or in an official capacity; however, the member shall be required to continue to comply with all policies and procedures and all orders from a supervisor.
- (d) A member placed on administrative leave may be temporarily assigned to a different assignment or shift (generally, normal business hours) during the investigation and the member may be required to remain available for contact at all times during such shift and report as ordered.
- (e) If a supervisor puts a member on administrative leave, he or she shall promptly notify the member's Division Commander.
- (f) At such time as any member placed on administrative leave is returned to regular duty, the member shall be returned to his regular assignment and shift with all issued equipment returned.

1020.5 MEMBER RESPONSIBILITIES

Any member interviewed pursuant to any complaint shall cooperate fully with the investigation and shall completely and truthfully answer all questions.

It is noteworthy that members shall not be deprived by the City of Keizer of the rights and freedoms afforded to other citizens by the US and State of Oregon Constitutions and, if the member is an employee, of those rights specific to public employees.

1020.6 INTERNAL AFFAIRS INVESTIGATION PROCEDURES

Only the Chief of Police may initiate an Internal Affairs Investigation.

- (a) The Chief of Police, or the investigator at the Chief's direction, shall cause the accused member to be notified of the Investigation in a timely manner. This will be done by distribution of one copy of the complaint, provided the allegations are not criminal in nature and such notification will not hinder the investigation. It will also include any other witness statements or reports, which state facts on which the charges are based, unless to do so will compromise the investigation. This notification shall include the nature of the investigation and the member will be informed of other information necessary to reasonably describe the nature of the allegations under investigation. Information will be provided at least 24 hours prior to the interview.
- (b) Prior to the interview, if there is the potential for discipline against the member, the investigator shall advise the member of the following:
 - 1. The nature and circumstances of the subject matter of the interview.
 - 2. That an employee may have a union representative present to witness the interview, provided the representative does not interfere with the interview, asking only clarifying questions. See also Policy Manual §1020.63, *Union Representation*.
 - 3. That the member may suggest witnesses and evidence favorable to the member.
 - 4. That the member under investigation may record any and all portions of the interview.
 - 5. That failure to cooperate with the investigation may subject the member to disciplinary action.
- (c) Interviews will be conducted when the member is on duty unless the seriousness of the investigation or other circumstances dictates otherwise.
- (d) Ordinarily, interviews will take place at the police department office, but the nature of the situation or the need for a walk-through or reenactment may necessitate another location.

- (e) Interviews shall be conducted under circumstances conducive to obtaining an accurate account of what occurred and with respect for the member interviewed.
- (f) The complete interview of a member may be recorded consistent with applicable laws. If a recording is made of the interview, a member under investigation shall have access to the recording. If a transcription of the interview is made, the member under investigation shall be provided a copy of the transcription.
- (g) A member of the department shall not be subject to having his or her residence, private place of business, or personally owned private vehicle searched without the member's consent unless a valid search warrant has been obtained.

1020.6.1 ADMINISTRATIVE SEARCHES

A member may be administratively ordered to submit to a blood, breath, or urine test for alcohol and drugs under any of the following circumstances:

- When the member, whether on or off-duty, is involved in a shooting or duty-related death
- When the member is involved in an injury or fatal accident while on duty
- When the member is involved in an injury or fatal accident while operating any City-owned vehicle whether on or off-duty
- When the member is found to be exhibiting objective symptoms of intoxication or drug influence while on duty

The use of compelled testing results shall be restricted to the administrative investigation.

A member may be compelled to disclose personal financial information pursuant to proper legal process, if such information tends to indicate a conflict of interest with official duties or if the member is assigned to or being considered for an assignment with a potential for financial malfeasance.

Members shall have no expectation of privacy in or while using offices, desks, lockers, vehicles, telephones, computers, radios, or other communications provided by the Department.

Assigned lockers, offices, desks, vehicles, and storage spaces are the property of the City and may be administratively searched by a supervisor for work-related purposes (e.g., obtaining a needed report or radio); however, an investigative search of such areas should only be conducted with the approval of the Chief of Police or a designee upon reasonable suspicion that a violation of policy or procedure has occurred.

All other non-assigned areas (e.g., shared desks, common office space, and shared vehicles) may be searched at any time for any reason.

1020.6.2 ADVISE OF RIGHTS

If the facts of a complaint might involve criminal activity conducted by the member, the member shall be advised of that and shall be read his Fifth Amendment rights. If such a member, exercising his or her Fifth Amendment right not to incriminate him- or herself, is ordered to submit a report or answer questions, the responses may not be used against the member in criminal proceedings (Garrity v. New Jersey, 385US 493 (1967)). The member shall be advised of such with a Garrity Admonition.

When a statement is obtained based on Garrity, care shall be taken to ensure that confidentiality of the statement is maintained. It shall not be shown or communicated by the investigator to any person except the Chief of Police or other member of Command Staff for so long as the criminal investigation is ongoing.

1020.6.3 UNION REPRESENTATION

An investigation of a department member is an administrative matter, but if the member is also a member of the Keizer Police Association, the member has the right to meet with or seek advice from a union representative prior to an interview if the member reasonably believes he or she may be subject to discipline.

- (a) In such a case, if the member appropriately requests the union representative and does not waive that right, the investigator may:
 - 1. Grant the request and defer the interview until a union representative is present.
 - 2. Give the member a choice of having the interview without the union representation or having no interview at all.
- (b) The role of the union representative, if present at an interview, is limited as follows:
 - 1. The representative may inquire at the outset of the interview regarding its purpose, including inquiring about the general subject matter of the questioning to follow.
 - 2. During the questioning of the member, the representative may participate only to the extent of seeking clarification of questions.
 - 3. After the investigator has finished interviewing the member, the representative may ask the member questions designed to clarify previous answers or to elicit further relevant information.

4. Before the end of the meeting, the representative may suggest to the investigator other witnesses to interview and may describe relevant practices, prior situations, or mitigating factors that could have some bearing on deliberations concerning discipline.

Members who refuse to participate in an interview or fail to cooperate with other aspects of the investigation will be subject to discipline, up to and including termination.

1020.7 DISPOSITION OF PERSONNEL COMPLAINTS

Each allegation shall be classified with one of the following dispositions:

Unfounded – When the investigation discloses that the alleged act(s) did not occur or did not involve department members. Complaints which are determined to be frivolous will fall within this classification.

Exonerated – When the investigation discloses that the alleged act occurred, but that the act was justified, lawful, or proper.

Not Sustained – When the investigation discloses that there is insufficient evidence to sustain the complaint or fully exonerate the member.

Sustained – When the investigation discloses sufficient evidence to establish that the act occurred and that is constituted misconduct.

Policy Issue – When the complaint is determined to be accurate, including the member's actions, but the issue appears to require a modification of policy. The finding for the officer will be exonerated. The apparent need for policy modification shall be directed to the appropriate Division Commander.

1020.8 INVESTIGATION REPORTS

All information developed during an investigation is to be treated by the investigator with strict confidence. Upon completion of the investigation, a written report shall be submitted to the appropriate Division Commander. That report shall include but not be limited to:

- (a) A summary of the complaint and investigation.
- (b) The original and all subsequent statements of the complaint.
- (c) Statements of involved persons, including witnesses.
- (d) Description and analysis of all evidence.

- (e) Copies of any attachments.

Upon assurance that the investigation is complete and appropriately documented, the report shall be forwarded to the Chief of Police for his disposition. Upon making his disposition, a copy of the report shall be given to the investigated department member, if he is a member of the Keizer Police Association.

1020.8.1 CONFIDENTIALITY OF PERSONNEL INVESTIGATIONS

All investigations of personnel complaints shall be considered confidential. The contents of such files shall not be revealed to persons other than the investigated member or authorized personnel as allowed by law.

In the event that an accused member (or the representative of such member) makes false representations regarding any internal investigation and such false representations are communicated to any media source, the Department may disclose sufficient information to refute the false representations.

Disciplinary action resulting from sustained complaints shall be maintained in the member's personnel file. Complaints and the subsequent reports shall be maintained by the Command Staff in a designated location apart from the member's personnel file.

1020.8.2 ANNUAL REIVEW OF PERSONNEL COMPLAINTS

During the first quarter of each year, the Support Division Commander shall provide to the Chief of Police an annual report of personnel complaints from the preceding year. The report will focus on complaint trends as well as training needs and needed policy changes. A copy of the report shall be maintained with each year's completed complaint file. Specific detail including items such as officer names and case numbers shall be not included in this process.

1020.9 BOARD OF INQUIRY

A Board of Inquiry may be established at the discretion of the Chief of Police for the purpose of investigating incidents in which department members are involved, the purpose of which is to evaluate policies and procedures.

The composition of the board will be determined by the Chief of Police based upon expertise, objectivity, and other traits deemed desirable. Objectives, operational guidelines, and the necessary authority to complete the assignment will be provided to the board in writing by the Chief of Police.

DISCIPLINE PROCEDURES

340.1 PURPOSE AND SCOPE

The purpose of this policy is to provide an understanding of what discipline is and how it might be exercised with regard to member conduct as it relates to the mission and values of this department.

Depending upon a members' employment status or membership in a bargaining unit, some sections of this policy are not specifically applicable to all members; however, it is the practice and policy of this department that all members be treated honorably and with respect; consequently, to the degree that it is reasonable, this policy shall apply to all members, including part-time and volunteer members.

This policy is intended for internal use only and shall not be construed to increase or establish a member's civil or criminal liability. Nor shall it be construed to create or establish a higher standard of safety or care. A violation of any portion of this policy may only serve as the basis for internal disciplinary and/or administrative action.

340.2 DISCIPLINE POLICY

In order to protect the rights of the citizens and department members, it is the policy of the police department to thoroughly investigate complaints alleging misconduct, lack of performance, or improper performance of any department member. At the conclusion of an inquiry, appropriate action will be taken. Discipline of a member is but one of a number of alternatives which may be appropriate.

341.2.1 DISCIPLINARY SYSTEM AND THE CONCEPT OF DISCIPLINE

Aspects of department administration which have an impact on discipline within the police department include selection, training, direction, supervision and individual accountability. These elements are interdependent. The department's view of discipline involves a system-wide approach including positive as well as punitive elements of discipline.

340.2.2 CAUSES FOR DISCIPLINE

Generally, causes for discipline are violations of the *Uniform Standards of Conduct* presented in Policy Manual § 341.

340.2.3. DISCIPLINARY ACTION

Violation of any of the directives and rules contained in this manual, violations of any general or special order, or failure to meet standards which the department may reasonably expect of a professional police officer or other department member may be cause for disciplinary action.

The type and severity of disciplinary action depends on the nature of the offense, the totality of circumstances, the number and frequency of previous acts of misconduct, the quality of overall performance, the need to maintain discipline and public trust, and other relevant factors.

340.2.4 DEPARTMENT RESPONSIBILITY

Any member of the department who commits an offense contrary to law or violates the rules and policies of the department, who is incompetent to perform duty as a member of this department, or demonstrates unsuitability for further service is subject to appropriate disciplinary action.

340.2.5 RESPONSIBILITY OF THE CHIEF OF POLICE

Final disciplinary authority and overall responsibility for personnel administration rests with the Chief of Police. Except for oral and written reprimands, disciplinary actions must be taken or approved by the Chief of Police. Supervisors have shared responsibility to ensure that training, counseling and appropriate punitive measures occur.

340.2.6 SUPERVISOR RESPONSIBILITY

Supervisors are responsible for the performance and conduct of subordinates and their adherence to department directives, policies and procedures.

Supervisors are authorized to take disciplinary action up to and including written reprimand. Supervisors may suspend with pay where the suspension is administrative and not as discipline.

Imposition of other disciplinary action may be recommended and will be reviewed and approved in advance by the Chief of Police.

340.3 FUNCTION OF POSITIVE DISCIPLINE

In the interest of discipline, it is the policy of the Chief of Police to reward, train and counsel members in order to motivate desired behavior and performance or whenever it is appropriate to ensure that desired standards are understood. Such action is referred to as corrective action. Rewards include letters of recognition and/or commendation and other awards identified and determined by the Chief of Police. More severe action may be taken in those instances where warranted under the tenets of just cause.

340.4 TRAINING AS A FUNCTION OF DISCIPLINE

Training may be employed by itself or in conjunction with one or more other components of the discipline system. Remedial training, using training as a function of discipline, shall be fashioned as appropriate to assist the member in overcoming a perceived deficiency.

340.5 COUNSELING AS A FUNCTION OF DISCIPLINE

Counseling by a supervisor may be employed by itself or in conjunction with one or more other components of the disciplinary system. Counseling will occur when a supervisor reasonably

believes that the employee has an existing problem or is experiencing difficulty understanding, adjusting to or responding to matters which are job related and pertain to assigned tasks, personnel or department policies, interpersonal relations with co-workers or matters which are largely personal but affect the employee's work performance.

Counseling generally occurs when a deteriorating affect on work performance is noted and there is reason to believe that counseling will assist the member in a supportive way or otherwise have a positive impact on work performance.

Counseling may be utilized by a supervisor and it may be initiated by a supervisor or a member. If, in the initial counseling effort, a remedy cannot be found then the member may be referred to the Division Captain or the Chief of Police and may be referred outside the department as appropriate, i.e. to the City Human Resources Director, a chaplain or other counselor, or an employee assistance provider.

340.6 MEMBER RESPONSE

The pre-discipline process is intended to provide the accused member with an opportunity to present a written or oral response to the Chief of Police after having had an opportunity to review the supporting materials and prior to imposition of any recommended discipline. The member shall consider the following:

- (a) This response is not intended to be an adversarial or formal hearing.
- (b) Although the member may be represented by an uninvolved representative or legal counsel, the response is not designed to accommodate the presentation of testimony or witnesses.
- (c) The member may suggest that further investigation could be conducted or the member may offer any additional information or mitigating factors for the Chief of Police to consider.
- (d) In the event that the Chief of Police elects to cause further investigation to be conducted, the member shall be provided with the results of such subsequent investigation prior to the imposition of any discipline.
- (e) The member may thereafter have the opportunity to further respond orally or in writing to the Chief of Police on the limited issue(s) of information raised in any subsequent materials.
- (f) Once the member has completed his/her response or, if the member has elected to waive any such response, the Chief of Police shall consider all information received in regard to the recommended discipline. The Chief of Police shall thereafter render a timely written decision to the member imposing, modifying or rejecting the recommended discipline. In the event of a termination, the final notice of discipline shall also inform the member of the reason(s) for termination and the process to receive all remaining fringe and retirement benefits.

- (g) Once the Chief of Police has issued a written decision, the discipline shall become effective.

340.7 DISCIPLINARY ACTION AGAINST PROBATIONARY EMPLOYEES

In the event that a probationary employee is terminated solely for unsatisfactory performance or the failure to meet department standards, the employee shall have no right to appeal and the following shall be considered:

- (a) Termination of a probationary employee for such failure to pass probation shall be so reflected in the employee's personnel file.
- (b) In the event that a probationary employee is disciplined or terminated for misconduct, the employee shall only be entitled to appeal the decision in the manner as set forth in the procedure as set forth in § 340.6. This appeal process may be held prior to or within a reasonable time after the imposition of discipline.
- (c) At all times during any investigation of allegations of misconduct involving a probationary employee, such employee shall be afforded all procedural rights set forth in Department policies.
- (d) A probationary employee's appeal of disciplinary action shall be limited to an opportunity for the employee to attempt to establish that the underlying allegations should not be sustained. Nothing in this policy or procedure, however, should be construed to establish any sort of property interest in or right to the employee's continuation of employment.
- (e) The burden of proof for any probationary employee's appeal of disciplinary action shall rest with the employee and will require proof by a preponderance of the evidence.
- (f) In the event that a probationary employee meets his or her burden of proof in such a disciplinary appeal, the Department shall remove all reference to the underlying allegations of misconduct from the employee's personnel file.
- (g) In the event that a probationary employee fails to meet his or her burden of proof in such a disciplinary appeal, the employee shall have no further right to appeal beyond the Chief of Police.

340.8 DISCIPLINARY SUSPENSIONS

A member relieved from duty or suspended for discipline shall have no Department authority, nor shall any such member engage in any police or duty-related function while suspended, except for court appearances. A member relieved from duty or suspended for discipline shall not be permitted to wear the uniform of the Keizer Police Department nor permitted to use or wear any Department clothing, equipment or other items except as otherwise directed by the Chief of Police and shall immediately surrender the badge, identification card, and other issued equipment as directed.

340.9 EMERGENCY SUSPENSIONS

Supervisory/command officers have the authority to impose an emergency suspension, with pay, when it appears that such action is in the interest of the department. The emergency suspension shall be effective until the next business day. Any member receiving suspension shall report to the Chief of Police at 0900 hours the following business day unless otherwise directed by the Chief of Police or his designee.

340.10 DISCHARGE

After the probationary period is completed, (non-probationary) employees of the department shall not be discharged except as provided in this directive and in the applicable union agreement(s) or City personnel policies. This directive provides for disciplinary procedures and shall not be construed as conferring on any employee any right or expectation of continued employment. Such rights are found in the City personnel policies and union agreement exclusively.

340.10.1 JUST CAUSE

When a member is entitled by virtue of a union agreement or City personnel policies not to be disciplined except for "cause" or "just cause", the determination shall be made by the supervisor imposing or recommending the discipline and reviewed by the Chief of Police. A number of factors may be taken into account and given appropriate weight. They include:

- (a) To what extent has the member been trained in the proper conduct or manner of performance?
- (b) Has the member had the same kinds of performance problems in the past (the repeat offender)?
- (c) Has the member been disciplined for the same or similar conduct in the past?
- (d) If the member has been disciplined in the past, how has the member responded to the discipline?
- (e) How serious is the offense? Is it just an annoyance? Has the member caused personal injury or property damage? Has the member done something illegal?
- (f) Have other members had similar performance problems? If so, how have their situations been addressed?
- (g) Are there acceptable explanations for the member's conduct which should be taken into account?
- (h) How has the member performed in the other aspects of employment?
- (i) Are there personal problems that account for the conduct?
- (j) Has the department taken reasonable steps to help the member correct the problem?

340.10.2 PRE-DISCIPLINARY DUE PROCESS PROCEDURES

The following procedures shall apply to all disciplinary actions.

- (a) **Suspension with pay:** Due process is not a factor when considering this type of discipline. Action of this nature shall be based on “just cause” as determined by the supervisor or Chief of Police. Suspension with pay may be taken administratively and not as discipline whenever the circumstances warrant, i.e. when a member is involved in a traumatic incident or is suspected of misconduct which warrants discharge or relief from duty. Under such circumstances, a member may be suspended with pay for the member’s welfare or until sufficient facts have been obtained in order to provide written notice and schedule an informal meeting with the person who has authority to investigate further or impose discipline. After the meeting and depending upon the outcome, it may be appropriate to restore the member to duty status or charge the suspension to one without pay if the facts warrant such action.
- (b) **Suspension without pay/reduction in pay/reduction in rank/any combination of these actions/and dismissal.** Prior to taking action involving loss of pay, reduction in pay/rank or dismissal, the Chief of Police or designated supervisor shall:
 - 1. Notify the member in writing the nature of the charges which will include a copy of the complaint against the member and any other witness statements or reports which state facts on which the charges are based, unless confidential and disclosure would compromise another investigation. The Chief of Police shall identify the directives, policies, procedures, work rules, regulations or other order of the department which appears to have been violated.
 - 2. State the range of discipline that is being considered.
 - 3. Afford the accused member an informal opportunity to respond to the charges orally or in writing normally within three days from receiving such written notice, which shall be extended upon request up to two additional days. The opportunity to respond may occur at a meeting conducted and presided over by the Chief of Police or supervisor with authority to impose or recommend that proposed disciplinary action. The meeting shall be informal and sufficient to assure the member full opportunity to be heard, refute the charges, and have his/her position considered prior to the imposition of discipline. The meeting may be tape recorded or a written record may be made of the proceedings. The Chief of Police or other person having authority to preside over the meeting will determine when the conference is concluded and who may be present, may request further documentation, and may consider any information deemed pertinent and necessary to assist in reaching a logical determination. The member may provide written statements. Testimony or cross-examination of witnesses will not occur at this conference. The member shall have the right to answer the charges against him/her. The answer may include written or oral evidence and statements by the member. Members may make any presentations they believe relevant to their case. However, the meeting is not a full hearing and witnesses are not subject to call or examination. The Chief of Police will issue a written decision exonerating the member, imposing discipline, or taking any other action deemed appropriate.

340.10.3 COMPLAINTS OF CRIMINAL ACTIVITY

Complaints against members, which allege criminal violation(s), may be grounds for investigation or bringing criminal charges. Criminal proceedings are unrelated to discipline and will not serve to prevent the internal disciplinary process from dealing with the same matter.

340.10.4 DUTY TO REPLY AND COOPERATE

Members will answer all questions which a supervisor may ask regarding the performance of duty of any other department member and will cooperate with the internal disciplinary process.

340.10.5 APPEAL OF DISCIPLINARY ACTION

- (a) **Bargaining unit.** Members of the bargaining unit have the right to appeal as is specified in the collective bargaining agreement. The union agreement provides the sole and exclusive appeal procedure for covered bargaining unit employees.
- (b) **Non-Bargaining Unit.** Members who are not covered by the collective bargaining agreement may appeal discipline in the following manner and sequence:
 - 1. A complaint, if not settled satisfactorily with the supervisor imposing discipline, and shall be reduced to writing and signed by the member. The complaint shall include at least the following information:
 - (a) A statement of the complaint and the facts upon which it is based;
 - (b) The remedial action requested;
 - (c) A statement of the reasons why remedial action is appropriate; and
 - (d) A statement of any rules or regulations which the member believes the department has not adhered to or should follow. The written complaint shall be delivered to the supervisor who will, except in extraordinary circumstance, respond within five working days.
 - 2. If the complaint is not settled satisfactorily by the supervisor, it may be submitted to the Chief of Police with a request for review of the complaint and shall include a written statement of any deficiencies in the supervisor's response. The Chief of Police will respond to all such complaints.
 - 3. If the member's complaint follows his/her discharge from employment, the member shall be entitled to a post-discharge due process review.

340.10.6 POST-DISCHARGE REVIEW

Following a hearing presided over by City Manager or designee, the City Manager shall determine whether the Chief of Police has cause to support the discharge, make findings, and issue a determination to the Chief of Police which will be adhered to. The City Manager will address relevant issues raised by the discharged member and may consider any issue relevant to whether cause exists for the discharge. The City Manager will issue a written decision, which sustains, modifies or sets aside the discipline imposed. A record of the hearing will be made by

electronic recording and a copy of the tape may be made for any requesting party of their expense. All documents and other exhibits considered by the City Manager will constitute a part of the record, which shall be maintained in an appropriate file. Witnesses will be administered an oath or affirmation and cross-examination will be permitted. Each party shall be responsible for arranging for the appearance of witnesses upon which it intends to rely. The City will make its own members available on showing that they are necessary and have relevant testimony to offer. Should the discharged member require the presence of any City member at the hearing, that member must be identified not later than five days prior to the date of the hearing. The order of procedure at the post-discharge hearing will be as follows:

- (a) The Chief of Police or designee will set forth the reasons for the discharge and the facts on which it is based. The discharged member may conduct cross-examination if appropriate.
- (b) A terminated member may present evidence in support of the appeal with or without the assistance of legal counsel or other representative.
- (c) The Chief of Police or designee may cross-examine or submit evidence in rebuttal or both.
- (d) Opening statements, if any, will be brief and confined to the issues. Closing arguments, if any, will be first by the Chief of Police or designee then by the member or the member's representative. The Chief of Police may offer rebuttal evidence if desired.
- (e) Evidence of a type commonly relied upon by reasonably prudent persons in the conduct of their serious affairs shall be admissible. Irrelevant, immaterial or unduly repetitious evidence may be excluded. Affidavits and counter-affidavits are acceptable as evidence. If either party intends to rely on an affidavit, it shall provide the other party with such affidavit together with the name, address and telephone number of the affiant at least ten days prior to the hearing or such affidavit shall be inadmissible.

340.10.7 INFORMAL PROBLEM/COMPLAINT RESOLUTION PROCESS

To facilitate communication between the member(s) and administration of the department, any member who feels they are not being treated fairly may report the problem to a supervisor or the Chief of Police. Members are encouraged to talk with their supervisor as soon as possible and seek informal resolution of problems which arise. If a problem is not resolved at that level, a written statement containing all pertinent information can be filed with the Chief of Police who will make a timely and appropriate response.

DRUG AND ALCOHOL POLICY

PURPOSE. The City considers its employees to be its most valuable asset and is concerned about their safety, health and well being. The misuse of alcohol and other drugs can impair employee performance and general physical and mental health and may jeopardize the safety of co-workers and the general public. The City is committed to maintaining a safe and health work place for all employees by identifying the misuse of alcohol and drugs and assisting employees to overcome these problems through appropriate treatment and, if necessary, disciplinary action. The presence or treatment of a substance use problem will not excuse an employee from meeting performance, safety or attendance standards or following other City instructions.

The parties also recognize the City's responsibilities pursuant to the Drug Free Work Place Act of 1988. The Association and the City acknowledge that employees shall not report to work under the influence of intoxicating liquor or illegal drugs. All employees understand that the use, sale, possession, manufacture, distribution and/or dispensing by an employee of an intoxicating liquor, controlled or illegal substance, or a drug not medically authorized, or any other substances which impair job performance or pose a hazard to the safety and welfare of the employee, other employees or the public is strictly prohibited, except for alcohol or medically prescribed controlled substances off-duty, and possession of controlled substances while in the course and scope of employment and the possession of seized evidence while on-duty. The parties recognize that conduct in violation of this policy may result in disciplinary action and/or criminal investigation if appropriate. This policy will be enforced and administered in a manner which is consistent with the value statements set forth in this section.

PROHIBITED CONDUCT. The following conduct is strictly prohibited:

- A. The buying, selling, distributing, transporting, possessing, manufacturing, consuming or using illegal drugs, including marijuana, or alcohol while on City property or in City vehicles or equipment or during work hours, including paid rest and meal periods, except as necessary in the performances of duties (confiscated evidence; approved undercover operations, etc.)
- B. Reporting to work or returning to duty under the influence of alcoholic intoxicants, except as necessary in the performance of an official special assignment or if directed otherwise. For the purpose of this Policy, an employee will be considered to be under the influence of alcohol if his/her blood or breath tests .02% BAC or higher. The City may also consider other evidence in determining whether an employee is "under the influence."

It is recognized that employees may be called back to duty during normal off-duty hours. To ensure compliance with this Policy and safety standards, employees who have consumed alcoholic beverages within four (4) hours of responding to the callback or, for any reason, believe they may be impaired from performing the

duties of the callback are required to notify the supervisor upon being contacted for callback and provide the supervisor with complete information regarding such consumption. The supervisor will determine whether the employee can safely report for work. The callback of employees who have consumed alcoholic beverages during off-duty hours to perform patrol duties is prohibited, unless the employee's blood alcohol content is less than .02%.

- C. Being at work under the influence of illegal drugs, including marijuana. An employee shall be deemed to be "under the influence" of cannabinoids (marijuana or hashish) and will be considered to have tested "positive" for cannabinoids (marijuana or hashish), if the employee's urine test indicates fifty (50) or more nanograms THC metabolites/ml. An employee shall be automatically presumed to be "under the influence" of other illegal drugs, if such substances are "present in the body" (excluding any substance lawfully prescribed for the employee's use which has not been obtained for the purpose of abuse.) The City may also consider other evidence in determining whether an employee is "under the influence."
- D. Failing to fully cooperate with any aspect of the City's enforcement of this Policy, including but not limited to, refusing to promptly submit to required testing, giving false, diluted or altered urine samples, failure to authorize the release of information to the City and failure to comply with rehabilitation conditions imposed by the City or rehabilitation counselors.
- E. Failure to promptly report conviction, arrest or plea-bargaining for an alcohol or drug related criminal offense. All drug and alcohol related convictions, arrests and plea-bargaining arrangements must be reported to the Chief on the workday immediately following the conviction, arrest or plea-bargaining arrangement.

For purposes of this Policy, the term "drug" shall be defined in accordance with the definition of "controlled substance" set forth in ORS 475.005(6).

Employees who engage in any prohibited conduct will be subject to discipline including discharge.

MEDICAL MARIJUANA

In addition to the above, employees must comply at all times with all federal and state statutes and regulations regarding the illegal use of drugs. It is important to note that marijuana is an illegal drug under the federal Controlled Substances Act, which means that it has no acceptable medical use under federal law. Therefore, any on or off duty use of marijuana which is inconsistent with the "prohibited conduct" listed above will be considered a violation of this policy, even if an employee has a prescription for the use of marijuana under the Oregon Medical Marijuana Act. If the City determines that the employee using medical marijuana is disabled under applicable disability discrimination statutes, the employee will be asked to enter into an interactive discussion with designated representative(s) to determine whether a reasonable accommodation can be made that would allow the employee to continue to be employed without violating Departmental standards.

DISCLOSURE OF MEDICATIONS

Employees are responsible for consulting with their physicians and carefully reviewing medication warnings, including any warnings pertinent to the effects of use of a combination of medications. Each employee who is using over-the-counter or prescribed medications under circumstances where he/she knows or should know that the use of the medication may produce side effects that will affect his/her ability to safely perform all essential job duties must notify the Human Resources Director of the substance taken and the side effects before reporting to work or returning to duty. Medical verification of ability to safely perform job duties may be required before the employee is allowed to work. Employees are eligible to utilize sick leave benefits pending receipt of acceptable verification. In the event sick leave benefits are depleted, the employee may utilize paid holiday, vacation or compensatory time. In the event the employee does not designate a paid leave account, compensatory time will be utilized first, followed by holiday and vacation accounts.

Although the use of prescribed drugs or non-prescription medications, which contain controlled substances as part of a prescribed medical treatment program, is not grounds for disciplinary action, failure to report the use of such substances as described above, illegally obtaining the substance or use which is inconsistent with a prescription or label, may subject the employee to discharge.

MANDATORY TESTING. Employees will be required to undergo mandatory testing as follows:

- A. Reasonable Suspicion Testing Where the City has a reasonable suspicion that an employee has reported to work or returned to duty under the influence of any alcoholic intoxicants or controlled substances, including marijuana, or has a control substance including marijuana present in the body, the City may require that the employee immediately submit to field impairment tests, blood, urine or breathalyzer test or any combination thereof. The City shall pay for the costs of the tests.

“Reasonable suspicion” will be based on observations of an employee’s other reliable indicators that would cause a reasonable person to believe that an employee has reported to work or returned to duty with alcohol or drugs in his/her system. Whenever practicable, reasonable suspicion will be established by the observations of two or more supervisors or managers.

Employees who are required to submit to reasonable suspicion testing are prohibited from transporting themselves to the collection site. A supervisor or management employee will provide transportation.

- B. Random Testing During any fiscal year, the City may test up to 30% of those employed in the classifications of Police Officer for drugs on a random basis. Testing shall be conducted at unannounced times, as designated by the Chief of Police. Employees subjected to random testing will be selected from a pool of

identification numbers by the City's contract testing service and tested in accordance with Random Drug Testing Protocols set forth below.

In the event that an employee who is randomly selected for testing is on vacation, sick leave, FMLA/OFLA leave or is absent from work due to training or other reasons, that employee's random testing may be deferred by the City. However, any employee whose test is deferred may be required to submit to unannounced testing at any time within ninety (90) days of the date he/she would otherwise have been required to submit to testing.

- C. **Individualized Suspicionless Testing:** The City may also require an employee who has requested assistance to address a drug and/or alcohol dependency or who has been placed on a "Last Chance" or "Rehabilitation and Return to Work Agreement" to undergo rehabilitation assistance to submit to individualized, suspicionless testing.

When the employee is notified that the employee is required to consent and submit to such tests or searches as set forth in this Policy, the employee may request the presence of an Association representative to witness the tests or searches. The test or searches may not be unduly delayed in order to wait for a representative. In the event the City reasonably believes that a delay may affect test results, the right to an Association representative to witness the test or search may be denied. The absence of a representative shall not be grounds for the employee to refuse to submit to such tests or searches. The presence of a representative shall not disrupt or interfere with the tests or searches.

Urinalysis testing will be conducted for all types of drug testing. Breathalyzer or blood testing will be conducted for all types of alcohol testing, with the employee selecting the testing option. In the event the employee does not specify a testing option, the City may make the selection.

SAFEGUARDS. In the event that the blood or urine test results are positive for controlled substance(s) including marijuana, the City shall require that a second confirmatory test from the same sample be conducted, using gas chromatography mass spectrograph techniques or equivalent, which also must be positive before concluding the employee has such substance(s) present in the employee's body.

If a blood or confirmed urine test is positive, the City will instruct the laboratory to retain the blood or urine sample for a period of not less than thirty (30) calendar days from the date the tests are complete for the purpose of allowing the employee to conduct an independent test at the employee's own expense at a laboratory approved by the City.

The procedure followed under this Article to obtain, handle and store blood and urine samples and to conduct laboratory tests shall be documented to establish procedural integrity and chain of evidence. Such procedures shall be administered with due regard for the employee's privacy and the need to maintain the confidentiality of test results to an extent which is not inconsistent with the needs of this policy. The employee shall be notified of the results of all tests conducted pursuant to this policy.

VOLUNTARY REHABILITATION. The primary objectives of the City's drug and alcohol policy are to maintain employee performance and good health and a safe work environment. Although the City will support voluntary treatment efforts for employees with drug and/or alcohol dependency problems, it is up to each employee to pursue treatment *before* dependency problems result in unsatisfactory performance, attendance, violations of safety or other standards and *before* the employee violates this policy. If, an employee notifies a supervisor that he/she has drug or alcohol problem that requires treatment *prior* to violating Departmental standards or this Policy, the employee may, as recommended by a Substance Abuse Professional (SAP), be placed on a leave of absence or adjusted work schedule to allow for in-patient or out-patient rehabilitation.

Employees who voluntarily inform the City *prior* to a Policy violation or testing requirement that they have a drug or alcohol-related problem will be removed from their duties to allow for rehabilitation and treatment. The employee will not be permitted to return to their regular duties until such time as the authorized Substance Abuse Professional provides the City with appropriate documentation verifying that the employee is complying with all rehabilitation and after care requirements. The City may also require written documentation from a Health Care Provider confirming that the employee can safely perform his/her job duties.

Employees who claim drug or alcohol dependencies *after* violating this Policy are subject to discipline, consistent with this policy, irrespective of such dependencies.

The City may, however, at its discretion, allow an employee to undergo evaluation and rehabilitation in lieu of discharge, or other disciplinary action, provided the employee agrees to all treatment, rehabilitation, testing and other conditions as set forth in a written Rehabilitation and Return to Work Agreement required by the City. Such Agreements will be effective for no longer than five (5) years from the date signed. Any employee who violates the terms of the Agreement is subject to immediate termination.

An employee may be required to participate in a drug and/or alcohol treatment program and follow-up care because of disciplinary action arising from a drug and/or alcohol problem, or as a condition of continued employment. A Substance Abuse Professional (SAP) must first evaluate an employee who is so required and determine any necessary assistance.

SEARCHES . The City reserves the right to conduct searches for any reason of City equipment or facilities generally; and may search anything or area in which the employee has an expectation of privacy (i.e. desk or locker or clothing or personal property) to the extent permitted by the law. Refusal by the employee to submit to a lawful search can result in termination.

CONSEQUENCES OF SEARCH RESULTS. Searches which do not reveal the presence of alcohol or controlled substances, including marijuana (but excluding any substance lawfully prescribed for the employee's use which has not been obtained for the purpose of abuse), shall result in no further action against the employee related to an alleged violation. The employee shall be informed of such search results.

Searches which reveal the presence of alcohol or controlled substances, including marijuana (but excluding any substance lawfully prescribed for the employee's use which has not been obtained

for the purpose of abuse), shall result in those consequences specified in this Policy, as though a positive blood or confirmed urine test had been administered.

RANDOM DRUG TESTING PROTOCOLS

The procedures for random drug tests required pursuant to this Policy are as follows:

- A. A listing of all participating employees will be sent to the City's contract testing service, Bio-Med Testing Services, Salem.

Each employee will be issued a unique identifying number and identification card. Corresponding numbers will be entered into a database at Bio-Med.

- B. At quarterly intervals, the computer program will randomly select from the KPA EMPLOYEE (KPA) POOL who are to be tested for that quarter. Names are not "drawn" only the identifying number. After this process, the names are matched to the numbers. At that time, the HR office is notified of these employees who have been randomly selected for testing.

- C. HR will provide notice to the employee who has been selected for a random test advising them to report to the Bio-Med facility to provide a urine sample. Those employees who have been selected will have 24 hours after receiving notification to report to Bio-Med. When they report to Bio-Med they will be required to show the notice and photo identification to ensure that they are the person whose name has been drawn. In addition, they will be required to provide a phone number(s) where they can be contacted. If they fail to appear within the 24 hour testing period HR will be notified. Testing shall be conducted on City paid time.

- D. The sample is handled under strict chain-of-custody requirements and is sent to an independent laboratory for analysis using a Gas Chromatography Spectrometry (G.C./M.S) testing process (the laboratory that is used is certified by the Federal Substance Abuse and Mental Health Services Administration (SAMHSA). If the test is "negative," the laboratory notifies Bio-Med who in turn notifies the City of the negative results.

- E. Same scenario as D, except the laboratory detects a questionable substance. The laboratory sends the sample to a Medical Review Officer (MRO). An MRO is defined as, a person who is a licensed physician (Doctor of Medicine) and who is responsible for receiving and reviewing laboratory results generated by an employer's drug testing program and evaluating medical explanations for certain drug test results. The MRO acts as an independent and impartial "gatekeeper." He/she is an advocate for the accuracy and integrity of the drug testing process. The MRO contacts the employee and discusses the test. If the employee is for instance, taking a prescription medication, the MRO will obtain the name of the prescribing physician and verify the prescription. Upon verification, Bio-Med is advised of a "negative" test result. The City does not know any more that the fact that a "negative" result was obtained.

- F. Same scenario as D, except employee does not have a valid reason for the substance (i.e. took spouses pain medication Or...). After the MRO has or repeatedly tried to contact the employee, the MRO will notify the City's designated representative that this employee has tested positive for substance.
- G. A confirmatory test can be done- same sample – not a different one. In addition to the Bio-Med confirmatory test, if there is enough sample, it is possible for Bio-Med to send a portion of the sample to another independent lab for testing. The City will pay for the initial screening test and one (1) required confirmation test. If an employee wants additional verification test conducted, the employee is responsible for payment of all associated costs. Should the employee-ordered verification test produce a false positive, the employee will be reimbursed for the cost of said test.

CITY COUNCIL MEETING: _____

AGENDA ITEM NUMBER: _____

TO: MAYOR CHRISTOPHER AND CITY COUNCIL MEMBERS

**THROUGH: ROB KISSLER
DIRECTOR OF PUBLIC WORKS**

**FROM: BILL LAWYER
PUBLIC WORKS SUPERINTENDENT**

**SUBJECT: PATHWAY AND PARKING AREA PAVING
FOR WALLACE HOUSE AND COUNTRY GLEN PARKS**

DATE: July 29th, 2009

BACKGROUND:

The Parks Division of the Public Works Department solicited bids for a paved pathway at Country Glen Park, and paved pathways and parking areas at Wallace House Park. These projects were identified as priorities by the Parks Advisory Board during the budget process for fiscal year 2010. The bids ranged from a high bid of \$61,328.30 to a low bid of \$41,380.00.

FISCAL IMPACT:

The funds for this project are included in the FY 09/10 Parks Fund budget line 45 and in the FY 09/10 Parks Improvement budget line 27.

RECOMMENDATION:

Staff recommends Council adopt the attached resolution authorizing the City Manager to sign a contract in the amount of \$41,380.00 with Newman Paving for the construction of a paved pathway at Country Glen Park and paved pathways and parking areas at Wallace House Park.

Please contact me with any questions or concerns.

CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

Resolution R2009 - _____

**AUTHORIZING THE CITY MANAGER TO ENTER AN AGREEMENT WITH NEWMAN
PAVING FOR CONSTRUCTION OF PAVED PATHWAY AT COUNTRY GLEN PARK
AND PAVED PATHWAY AND PARKING AREA AT WALLACE HOUSE PARK**

**WHEREAS, the Keizer Parks Advisory Board identified the paving of a
pathway at Country Glen Park and paving of a pathway and parking area at Wallace
House Park as one of their priorities for the 2009-2010 budget;**

**WHEREAS, bids were solicited and received for these projects. Bids ranged
from a high bid of \$61,328.30 to \$41,380.00;**

**WHEREAS, the low bid of \$41,380.00 was submitted by Newman Paving and
has now been reviewed and certified. NOW THEREFORE;**

**BE IT RESOLVED by the City Council of the City of Keizer that the City
Manager is hereby authorized to enter into an agreement with Newman Paving for a
total cost of \$41,380.00 to complete the paved pathway at Country Glen Park and the
paved pathway and parking area at Wallace House Park.**

PASSED this _____ day of _____, 2009.

SIGNED this _____ day of _____, 2009.

Mayor

City Recorder

CITY COUNCIL MEETING: August 3, 2009

AGENDA ITEM NUMBER: _____

TO: MAYOR CHRISTOPHER AND CITY COUNCIL MEMBERS

THRU: CHRIS EPPLEY, CITY MANAGER

FROM: H. MARC ADAMS, CHIEF OF POLICE

SUBJECT: RESOLUTION - AUTHORIZATION OF DISPOSITION OF SURPLUS PROPERTY

ISSUE:

The City of Keizer Police Department has identified a copy machine (Minolta Di550, ID 7343M) that has negligible value and is no longer usable. It is no longer serviceable and parts are difficult to impossible to obtain. If the machine was donated to a nonprofit organization, they would end up spending several hundred dollars to dispose of it. To save money for the department, the company bringing in the new copier is willing to dispose of the old one at no charge.

Keizer City Ordinance 2008-579 allows for surplus personal property of nominal value to be sold, donated, used as a trade-in, or disposed of, upon recommendation by the Keizer City Manager and approval of the City Council.

RECOMMENDATION:

It is recommended that Council adopt the attached Resolution declaring the copy machine as surplus.

If you have any questions please contact H. Marc Adams, 503.390.3713, adamshm@keizer.org

CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

Resolution R2009-_____

AUTHORIZING DISPOSITION OF SURPLUS PROPERTY

WHEREAS, Ordinance No. 2008-579 allows for surplus property be disposed of;

WHEREAS, a Minolta Di550 (ID 7343M) copy machine has been identified as having nominal value and being of no further use for public purposes;

WHEREAS, the above referenced Ordinance allows the disposal of City-owned surplus property by several methods, including any method that in the City's discretion is in the best interests of the City;

WHEREAS, staff has recommended the disposal of the copy machine as surplus property because it is no longer serviceable, parts are difficult to acquire, and it does not represent a viable non-profit donation;

WHEREAS, the City Manager approves of the disposal of the copy machine as surplus property;

NOW, THEREFORE,

BE IT RESOLVED that the City Council of the City of Keizer declares the Minolta Di550 (ID 7343M) to be surplus property.

BE IT FURTHER RESOLVED that the City Manager is authorized to take any and all necessary acts to effectuate the disposal of the surplus property.

PASSED this _____ day of _____, 2009.

SIGNED this _____ day of _____, 2009.

Mayor

City Recorder



MINUTES
KEIZER CITY COUNCIL
WORK SESSION
Monday, July 13, 2009
Keizer Civic Center
930 Chemawa Road NE, Keizer, Oregon

CALL TO ORDER

Mayor Lore Christopher called the work session to order at 5:46 p.m. Roll call was taken as follows:

Present:

Lore Christopher, Mayor
James Taylor, Council President
Richard Walsh, City Councilor
Cathy Clark, City Councilor
David McKane, City Councilor
Brandon Smith, City Councilor

Absent:

Mark Caillier, City Councilor

Staff:

Nate Brown, Community Development Director
Rob Kissler, Director of Public Works
Tracy Davis, City Recorder

**TOUR OF
SALVATION ARMY
KROC CENTER**

Members of the City Council and staff departed Keizer Civic Center at 5:50 p.m. to take a tour of the new Salvation Army KROC Center located at 1865 Bill Frey Drive, Salem, Oregon. Major Donna Ames and Ron DePaul led the tour and answered questions.

ADJOURNMENT

The meeting was adjourned at the KROC Center at 7:15 p.m.

Tracy L. Davis, MMC
City Recorder

APPROVED:

Lore Christopher-Mayor

COUNCIL MEMBERS:

David McKane – Council Position #1

Cathy Clark – Council Position #4

Brandon Smith– Council Position #2

Richard Walsh – Council Position #5

(absent)
Mark Caillier – Council Position #3

Jim Taylor – Council Position #6

Minutes approved:



MINUTES
KEIZER CITY COUNCIL
Monday, July 20, 2009
Keizer City Hall Council Chambers
Keizer, Oregon

CALL TO ORDER

Mayor Christopher called the regular meeting to order at 7:02 p.m.
Roll Call was taken as follows:

Present:

Lore Christopher, Mayor
Jim Taylor, Council President
Richard Walsh, Councilor
David McKane, Councilor
Brandon Smith, Councilor
Cathy Clark, Councilor
Mark Caillier, Councilor

Staff:

Shannon Johnson, City Attorney
Chris Eppley, City Manager
Kevin Watson, Assistant to the City Manager
Rob Kissler, Public Works Director
Nate Brown Community Development Director
Marc Adams, Police Chief
Tracy Davis, City Recorder

FLAG SALUTE

Mayor Christopher led the pledge of allegiance.

PUBLIC TESTIMONY

Holly Graf, Keizer, explained that the Planning Commission was in the midst of a Public Hearing on text amendments for section 2.301 because there are issues being resolved between Planning Commission, Public Works Department and Community Development. She explained that this particular piece of code is influenced by Salem rules and will be readdressed at the September meeting because the August meeting has been cancelled.

Jacque Moir, Keizer, reported on EVAK (Emergency Volunteers Assisting Keizer) activities and joint activities with other emergency entities. She reminded everyone of the upcoming Volunteer Appreciation event and requested those who had disconnected their land lines in favor of cell phones to get their contact information to EVAK people.

Jeanne Bond-Esser, Keizer, spoke in support of the community center fee allowing low-cost Tuesdays for local groups and encouraged review after a year for possible expansion of the program. She urged Council to consider citizens who pay for the facility through property tax regardless of the economy and their ability to pay additional fees.

Jeanne Bond-Esser and Clint Holland, Keizer, representing the Parks Advisory Board, reported that the Board is considering allowance of some fireworks in certain parks and are working with the Fire District on this. Ms. Bond-Esser concluded her report noting that the Wallace House Park play structure has been completed. Mr. Holland reported that the four parks on the upcoming Council Parks Tour would be: the Little

PUBLIC HEARING
a. Keizer Compass
Community
Vision Plan

League Fields, Wallace House Park, Keizer Station Park and Palma Ceia Park. He added that two free concerts are booked for the Keizer Rotary Amphitheater and distributed a flyer with details.

Community Development Director, Nate Brown, reported that this effort was in conjunction with the Department of Land Conservation and Development (DLCD) in performing the periodic review of the land use development regulations. He noted that Cogan Owens and Cogan was the consultant that assisted in this effort.

Mayor Christopher opened the public hearing.

Steve Ulman from the DLCD explained that this is part of the periodic review and that the visioning project was an excellent way to start. He explained that the DLCD is committed to helping the City work through the rest of the process and would be working with staff to get the project together to evaluate housing needs during the next couple of years.

Ms. Cogan thanked various staff members and explained the importance of the visioning process and the uniqueness of the Keizer Vision. She reviewed the Vision focusing on the themes and findings and the steps taken to reach them.

With no further testimony Mayor Christopher closed the public hearing

Councilor Taylor moved to direct staff to come back at the next meeting with a resolution adopting the Keizer Vision. Councilor Clark seconded. Motion passed unanimously as follows:

AYES: Christopher, Walsh, Smith, McKane, Caillier, Taylor and Clark (7)

NAYS: None (0)

ABSTENTIONS: None (0)

ABSENT: None (0)

ADMINISTRATIVE
ACTION
a. ORDER –
Designating a
“No Parking”
Zone in Certain
Areas of Terrace
Green
Subdivision

Public Works Director, Rob Kissler, reminded Council that they had received testimony from the Terrace Green Homeowners at the May 18 meeting regarding the inability of Emergency Services to respond to residences located in various cul-de-sacs. He noted that residents supported establishing no parking zones on these cul-de-sacs.

Councilor Taylor moved to adopt an Order Designating a “No Parking” Zone in Certain Areas of Nandina Court, Nightengale Court, 8th Court, 9th Court and New Terrace Court in the Terrace Green Subdivision. Councilor Clark seconded. Motion passed unanimously as follows:

AYES: Christopher, Walsh, Smith, McKane, Caillier, Taylor and Clark (7)

NAYS: None (0)

ABSTENTIONS: None (0)

ABSENT: None (0)

**b. RESOLUTION –
Establishing
Keizer Park Use
Fees
(Amendment of
Amphitheater
Fees)**

City Attorney Shannon Johnson explained that this resolution would clarify fees for private parties, not-Keizer-related and Keizer-related non-profit entities, and clarify the effect of admission/vendor fees. Lengthy discussion took place regarding free events, waiver of fees, protocol and criteria for a City-sponsored event, City Manager decision to waive fees, using examples of other cities and reservation for exclusive use as opposed to spontaneous use.

Councilor Taylor moved to adopt a Resolution Establishing Keizer Park Use Fees; Repealing Resolution R2009-1950. Councilor Clark seconded.

Councilor Walsh offered a friendly amendment that the words “for reserved exclusive use” be added to the end of line 12 on page 1.

Friendly amendment was accepted by both Taylor and Clark.

Amended motion passed unanimously as follows:

AYES: Christopher, Walsh, Smith, McKane, Caillier, Taylor and Clark (7)

NAYS: None (0)

ABSTENTIONS: None (0)

ABSENT: None (0)

**c. RESOLUTION –
Amending Use
Rates for the
Civic Center
Community
Rooms;
Amending
Resolution
R2009-1959
(Adopting Use
Rates for the
Civic Center
Community
rooms)**

Assistant to the City Manager, Kevin Watson, reminded Council that a resolution for rate structure for the Community Center had been adopted and staff was directed to designate one day as a “Community Day”. He noted that following discussion, it was determined that all Tuesdays would be designated Community Days and he reviewed rates and eligible community groups noting that parties would not be eligible activities for this rate.

Discussion then took place regarding discussions with the Renaissance Inn, competition with other businesses, limitations on meetings per year, booking in advance, exempt activities, parties, tweaking the usage time frame, deposits, hours, staffing, tracking usage and demand, security and additional Community days.

Councilor Taylor moved to adopt a Resolution Amending Use Rates for the Civic Center Community Rooms; Amending Resolution R2009-1959 (Adopting Use Rates for the Civic Center Community Rooms). Councilor Clark seconded.

Councilor Walsh corrected the scrivener's error by changing \$50 to \$15 in line 20, page 1 and \$75 to \$50 in line 22, page 1.

Councilor Walsh offered a friendly amendment to delete the sentence beginning with “Parties, celebrations and music....” On page 2. Amendment was accepted by Councilors Taylor and Clark.

Councilor Clark offered a friendly amendment to remove “up to three (3) per year.” From section c (line 2, page 2). Amendment was accepted by

Councilor Taylor.

Councilor Clark offered an additional friendly amendment to add “one time per use” after the dollar amounts in the bullets of item 1 (page 2, lines 20, 22 and 24). Amendment was accepted by Councilor Taylor.

Amended motion passed as follows:

AYES: Christopher, Walsh, Smith, McKane, Caillier and Clark (6)

NAYS: Taylor (1)

ABSTENTIONS: None (0)

ABSENT: None (0)

CONSENT CALENDAR

- a. **RESOLUTION – Approving Engineers Report for New Day Subdivision Street Lighting District**
- b. **Approval of June 15, 2009 Regular Session Minutes**
- c. **Approval of July 6, 2009 Regular Session Minutes**

Councilor Caillier pulled item C.

Councilor Taylor moved for the approval of Items A and B of the Consent Calendar. Councilor Clark seconded. Motion passed unanimously as follows:

AYES: Christopher, Walsh, Smith, McKane, Caillier, Taylor and Clark (7)

NAYS: None (0)

ABSTENTIONS: None (0)

ABSENT: None (0)

Councilor Taylor moved for approval of Item C of the Consent Calendar. Councilor Clark seconded. Motion passed as follows:

AYES: Christopher, Walsh, Smith, McKane, Taylor and Clark (6)

NAYS: None (0)

ABSTENTIONS: Caillier (1)

ABSENT: None (0)

COMMITTEE REPORTS

- a. **Volunteer of the Quarter Award – Second Quarter 2009**

Taken out of Order. Chief Marc Adams introduced **Ted Plumb** and **Arnie Vohland**, Volunteers of the Quarter, being recognized for their volunteer efforts in the property and evidence department. Both men volunteered in excess of 100 hours during the move to the new Police Department facility and their tireless efforts helped the move take place smoothly. He noted that they are around all the time but this particular effort would have been much more difficult without their help.

Councilor Clark reported that she had served as Council liaison at the Planning Commission meeting but Chair Holly Graf had already given that report. She provided information regarding a meeting sponsored by the League of Oregon on Cities State and City Relations and the Transit Community Leaders Group Task Force meeting and noted that she planned on attending the Oregon Municipal Planning Consortium, K-23

Advisory Committee, and Chemawa Interchange Area Plan meetings.

Councilor McKane reported that the Parks Advisory Board report had been given by Jeanne Bond-Esser and that Traffic Safety Commission would be meeting on June 23.

Councilor Caillier reported that National Night Out would be August 4, Claggett Creek Watershed Council will meet in September and Planning Commission August meeting was cancelled.

Councilor Walsh reported that he had attended an Executive Leadership Seminar for the Department of the Interior where discussion took place regarding funding of the Water Trail and the Heritage River program. The Bridge Oversight Committee will be meeting August 17. The League of Oregon Cities meeting also discussed legislative issues that are affecting cities and he urged involvement with the League noting that it would be useful especially regarding urban renewal laws. He also thanked the KROC Center for their recent tour.

Councilor Smith reported that the Volunteer Coordinating Committee had recommended appointment of two new members to the Planning Commission, KURB would be meeting on July 22 and the Transit District will be voting on the location of the Transit District Center on the 23rd.

OTHER BUSINESS

Chief Marc Adams provided a recruitment update stating that there were 160 applicants, 118 tested, 54 passed and 44 went on to oral testing. The number is now down to 5. Three of the five are certified officers.

Community Development Director Nate Brown

- Reviewed progress of the Sonic Drive-In.
- Reported that he had met with the City of Salem to discuss safety issues at the KROC center. They committed that they would try to push through a pedestrian connection to Hyacinth and work together to apply toward federal funding. He noted that the City of Salem had suggested that further investigation be done into the pedestrian pathway connecting to Hyacinth (Claggett Creek crossing).
- Explained that he had received a letter from Marion County planning staff stating that their recommendation to the board is to adopt the PSU numbers at the moderate level for Marion County and that there would be a number adopted for the UGB (Marion County portion) of Salem and Keizer which would need to be apportioned at a point in the future. Marion County Planning staff has indicated that they are unwilling to include the Polk County portion of the UGB in this.

City Attorney Shannon Johnson noted that on the Community Room rate issue Council had deleted the last sentence that would allow parties but the list of community groups did not change so if they wanted to allow a resident to have a party, additional changes were necessary.

Councilor McKane moved to reconsider the definition of a Keizer community group. Councilor Caillier seconded. Motion passed unanimously as follows:

AYES: Christopher, Walsh, Smith, McKane, Caillier, Taylor and Clark (7)
NAYS: None (0)

ABSTENTIONS: None (0)

ABSENT: None (0)

City Attorney Shannon suggested an addition of "H" which would read "Keizer Residents" (section 5).

Councilor Taylor moved to re-adopt a Resolution Amending Use Rates for the Civic Center Community Rooms; Amending Resolution R2009-1959 (Adopting Use Rates for the Civic Center Community Rooms), as amended. Councilor Clark seconded.

Councilor Smith noted that he had received a letter from the owner of a business called "The Gathering Place" whose rates are \$50 per hour and that the concern that the City would be competing with this sort of business is valid.

Amended motion passed as follows:

AYES: Christopher, Walsh, Smith, McKane, Caillier and Clark (6)

NAYS: Taylor (1)

ABSTENTIONS: None (0)

ABSENT: None (0)

Kevin Watson reported that the baskets have been installed at the Keizer Rapids Park Disc Golf Course. A map is on the City's website and the course is open to the public. He added that he had met with the Keizer Little League last week and took pictures to document concerns and will be putting this together for discussion with Public Works and Keizer Youth Sports Association. He noted that he hoped differences would be resolved soon.

Rob Kissler noted that bids will be opened at ODOT for the paving project soon so he would have an update for Council at the next meeting. Projects are Lockhaven east and west of River Road and Wheatland Road at 2nd Avenue north to the city limits. Mr. Kissler added that funding has been set aside and if the estimates come in below the Engineer's estimates, those additional funds would go toward additional pooling with the MPO and be used for secondary projects.

Councilor Walsh moved to suspend the rules to discuss the Neighborhood Association funding matter. Councilor Taylor seconded. Motion failed as follows:

AYES: Walsh, McKane and Taylor (3)
NAYS: Christopher, Smith, Caillier and Clark (4)
ABSTENTIONS: None (0)
ABSENT: None (0)

WRITTEN COMMUNICATIONS

Mayor Christopher read a letter from Joseph Halasz requesting an ordinance on unwanted advertising. City Manager Chris Eppley noted that he had spoken with Mr. Halasz who is interested in prohibiting solicitors in general. He noted that there are examples of ordinances to do this and that City Attorney Shannon Johnson had indicated that this would be doable but no small undertaking. Discussion then took place regarding who can be prohibited, "No Solicitation" and "No Trespassing" signs. Police Chief Marc Adams explained that this sort of legislation has a great deal of potential to create lawsuits because of the freedom of speech issue and that these ordinances are difficult to enforce. Councilor Clark suggested this topic be addressed in the Crime Watch article that Sgt. Lance Inman publishes. Chief Adams added that National Night Out was a great opportunity to get to know neighbors. He encouraged everyone to meet their neighbors and this would help prevent crime. Mayor Christopher noted that not hearing direction to move forward with an ordinance Council would direct City Manager Eppley to respond to Mr. Halasz with the two alternatives suggested.

Mayor Christopher reported that she had attended the Marion County barbeque where they handed out ribbons for the Marion County Fair booths. She noted that this year Keizer's booth won the grand prize and commended Machell DePina and Cathy Meeks for their work adding that they spent less than \$80 on the booth.

Mayor Christopher noted that the parking lot had been paved at the Civic Center with striping scheduled in two weeks.

City Manager Chris Eppley reported on construction progress of the fountain adding that the controller was in transit so the fountain could not yet be turned on.

AGENDA INPUT

July 22, 2009 (Wednesday)

12:00 p.m. (Noon) Executive Session

August 3, 2009

5:30 p.m. – Executive Session

6:15 p.m. – Urban Renewal Agency Meeting

- 2009-2010 Supplemental Budget Public Hearing

7:00 p.m. – City Council Meeting

- Planning Commission Appointments
- Bikeways Committee Appointment

August 10, 2009

5:45 p.m. – City Council Work Session

- Marion County solid Waste Management Plan

August 17, 2009

7:00 p.m. – City Council Meeting

ADJOURNMENT

Mayor Christopher adjourned the meeting at 9:51 p.m.

APPROVED:

MAYOR:

Lore Christopher

Debbie Lockhart, Deputy City Recorder

COUNCIL MEMBERS

Councilor #1 – David McKane

Councilor #4 – Cathy Clark

Councilor #2 – Brandon Smith

Councilor #5 – Richard Walsh

Councilor #3 – Mark Caillier

Councilor #6 – James Taylor

Minutes approved:

CITY COUNCIL MEETING: August 3, 2009

AGENDA ITEM NUMBER: _____

TO: MAYOR CHRISTOPHER AND CITY COUNCIL MEMBERS

**THROUGH: CHRIS EPPLEY
CITY MANAGER**

**FROM: TRACY L. DAVIS, MMC
CITY RECORDER**

SUBJECT: KEIZER BIKEWAYS COMMITTEE APPOINTMENT

ISSUE:

In late 2008, Julius "Red" Vanis, Jr. resigned from his position on the Keizer Bikeways Committee. Media releases were distributed and one application was received. The Volunteer Coordinating Committee reviewed this application and unanimously recommended the appointment of James Merrill to fill position number 6 on the Keizer Bikeways Committee, with a current term expiration date of December 31, 2009.

The process for appointment procedure adopted by the Volunteer Coordinating Committee states "for appointments to fill a mid-term vacancy of three months or less, the Committee may recommend appointment for that period and the next consecutive term". Since the remainder of the term is just over 4 months, they were unable to recommend his appointment for an additional term. If the Council desires, they could consider appointment for a consecutive three-year term.

RECOMMENDATION:

It is recommended the City Council accept the recommendation of the Volunteer Coordinating Committee and appoint James Merrill to fill position number 6 on the Keizer Bikeways Committee for the remainder of the current term (expiration December 31, 2009).

CITY COUNCIL MEETING: August 3, 2009

AGENDA ITEM NUMBER: _____

TO: MAYOR CHRISTOPHER AND CITY COUNCIL MEMBERS

**THROUGH: CHRIS EPPLEY
CITY MANAGER**

**FROM: TRACY L. DAVIS, MMC
CITY RECORDER**

SUBJECT: KEIZER PLANNING COMMISSION APPOINTMENTS

ISSUE:

In June 2009 Craig Prins resigned from position number 7 on the Keizer Planning Commission. Mr. Prins was serving a three-year term scheduled to expire on September 30, 2009. In addition, the Planning Commission term of Martin Matiskainen, position number 6 was set to expire on September 30, 2009.

A media release was distributed and four applications were received. The Volunteer Coordinating Committee reviewed these applications at their July 16th meeting and recommended the appointment of Albert Castaneda to fill position number 7. Following their appointment process guidelines (filling a mid-term vacancy of three months or less), the Committee also recommended Mr. Castaneda complete the current term plus be appointed for an additional three-year term (expire September 30, 2102).

The Volunteer Coordinating Committee also recommended the appointment of Jonathan Thompson to fill position number 6 for a three-year term when the current Commissioner's term expires on September 30, 2009. Following the Volunteer Coordinating Committee meeting, staff received an email from Commissioner Matiskainen relinquishing the balance of his term. The email from Mr. Matiskainen is attached to this report.

RECOMMENDATION:

It is recommended the City Council accept the recommendation of the Volunteer Coordinating Committee and appoint Albert Castaneda to position number 7 and Jonathan Thompson to position number 6 to complete the current terms plus an additional three-year term (expiration date – September 30, 2012).

Email from Martin Matiskainen sent to Planning Commission members and City Staff on July 20, 2009.

Dear All,

By virtue of not being selected for re-appointment for a second term on the Planning Commission by the Volunteer Coordinating Committee, I herein relinquish the balance of my term to allow the newly selected Planning Commissioners to accept their appointments from City Council and be sworn in concurrently. That will preserve the effectiveness of the Planning Commission, allowing them to learn the duties and processes of the Commission together thereby making the transition smoother.

As always, this opportunity to serve the Keizer community has been very satisfying and it has been a pleasure being associated and working on the business of the City with a fine group of fellow Keizerites. Thank you all.

Marty Matiskainen