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KEIZER TRAFFIC SAFETY/BIKEWAYS/PEDESTRIAN COMMITTEE **AGENDA**

Thursday, February 15, 2024, 6:00 PM
Keizer City Council Chambers

- 1. CALL TO ORDER**
- 2. APPROVAL OF MINUTES**
 - a. November 16, 2023
 - b. January 18, 2024
- 3. APPEARANCE OF INTERESTED CITIZENS**
- 4. DRAFT STRATEGIC PLAN ~ FEEDBACK FROM MEMBERS ~ COUNCIL LIAISON TO LEAD DISCUSSION**
 - a. Draft Strategic Plan Review
- 5. PROJECT SPREADSHEET REVIEW**
 - a. Project List ~ Revised from 11/16/23 Meeting
- 6. NEW BUSINESS**
 - a. Budget - Discussion on a List of Projects ~ Hersch Sangster
- 7. COMMITTEE MEMBER INPUT / NEIGHBORHOOD ASSOCIATION REPORTS**
- 8. STAFF REPORT**
- 9. POLICE LIAISON REPORT**
- 10. COUNCIL LIAISON REPORT**
- 11. UPCOMING MAJOR PROJECTS**

a. **Aurora-Donald Interchange Online Open House**

b. **Verda Lane ODOT Project**

12. OTHER BUSINESS

a. **Former Chair Davis suggests that the Keizer Fire District and the Salem Keizer School District positions be removed, and the Committee would invite either the Fire District or the School District to discuss certain topics as needed. (Motion to forward recommendation to Council to amend Attachment A to this Committee's Resolution is needed)**

b. **Lockhaven Bike Lanes**

13. ADJOURNMENT

Next meeting: March 21st

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MINUTES
KEIZER TRAFFIC SAFETY/BIKEWAYS/PEDESTRIAN COMMITTEE
Thursday, November 16, 2023
Keizer City Council Chambers

- 1. CALL TO ORDER** Chair Davis called the meeting to order at 6:00 p.m. Attendance was noted as follows:

Present: Jamie Davis, Chair Tammy Saldivar, Vice Chair David Dempster Hersch Sangster Michael De Blasi Rick Kuehn Brenda Lamb	Council Liaison/Staff Present: Cathy Clark, Mayor Mike Griffin, Storm Ops & Streets Trevor Wenning, Police Liaison Dawn Wilson, Deputy City Recorder
Absent:	Council Liaison/Staff Absent: Councilor Robert Husseman
- 2. APPROVAL OF MINUTES** Hersch Sangster moved for approval of the October 2023 Minutes. David Dempster seconded. Motion passed as follows: Davis, Dempster, Sangster, DeBlasi, Saldivar, Lamb, and Kuehn in favor.

 - a. Minutes of the October 19th Meeting.**
- 3. APPEARANCE OF INTERESTED CITIZENS** *Sharon Johnston*, Keizer, reported on there being a traffic issue on Meadowlark Drive and 14th. She said that these streets are unsafe, and there are a lot of cars speeding. She clarified that there are speeders on all straight distance between 14th and McCleod. Chair Davis asked Lieutenant Wenning to monitor the traffic to determine what may need to be done by Public Works. Hersch Sangster suggested that she share this with the Gubser Neighborhood Association because neighborhood associations bring a louder and bigger voice to these issues.

Mayor Clark asked Mr. Griffin about bringing the no parking away from the intersection at Meadowlark Drive. Mr. Griffin said that he doesn't think specifically calling out Meadowlark would be fair for all the other streets facing the same issue. Lieutenant Wenning spoke about a State Statute regarding the parking and unmarked crosswalks. In order to yellow-stripe all

intersections would be a financial burden to maintain. He will conduct a speed survey and ask the traffic team to monitor the speeding issue. He will bring back the speed survey at the January meeting. The site clearance issues can be addressed by Code Enforcement.

Carol Doerfler, President of Keizer West Neighborhood Association, requested that they consider lowering the 75% of the responsive survey in the Neighborhood Traffic Management Program (NTMP). Tammy Saldivar said that she hears her and agrees with her and there is discussion on this. Chair Davis stated that she would not want to see it go under 50%.

Tammy Kunz, Keizer, President of Greater Northeast Neighborhood Association, requested that the neighborhood associations be part of the process when the NTMP is discussed in the Work Session. She asked about the flag situation. Brenda Lamb is just now working on it. Her goal is to get the flags, even though funding can take two years. Tammy Kunz suggested that a school be responsible for the placement of the signs due to the potential theft issue. Hersch Sangster stated that ODOT Traffic Safety is opposed to this program, and by involving the schools, they have to go through their risk management and purchase insurance.

4. PROJECT SPREADSHEET REVIEW

Mayor Clark stated that the Transportation System Plan (TSP) is in the queue to be updated by ODOT. They're waiting for the updates relative to the Climate Friendly and Community Rules. It will then go to the State for grant funding. Most of the projects in the TSP are still valid. Chair Davis said that they developed a list from the citizens' safety concerns and are prioritizing the list.

Tammy Saldivar spoke on the project list and said the intent was a place to track complaints and make notes for reference. Chair Davis thinks the Project List should be funneled through Dawn Wilson. The Committee discussed the projects and added comments. They would like three worksheets to have statuses of open, completed, and can't address projects.

a. Project List

5. NEW/ OLD BUSINESS

a. Update to Neighborhood Traffic Management Program - Tammy Saldivar

Tammy Saldivar provided an update on the Neighborhood Traffic Management Program. She is waiting for answers on questions she's asked before she can make a final review. It will be included in a Council Work Session in January if it's ready. Tammy Saldivar asked questions so she could include answers in the next update. Mayor Clark recommended that in lieu of a suggestion box, people be encouraged to submit public comments to the City Council for the record. The Council could delegate the comment to the various committees if that's where it needs to land. Anonymous

comments are not accepted and resident's name needs to be included. A suggestion box lends to the possibility that someone may leave an anonymous suggestion without including their name. The City is looking at having this be a fillable form on the website. Mayor Clark prefers "resident" instead of "citizen" because a person can be a resident of this community and not necessarily an elector. Tammy Saldivar noted that sidewalks are not a part of this program. David Dempster's commented that a neighborhood Local Improvement District is different from the Neighborhood Traffic Management Program. Tammy Saldivar stated that the concerns on the number of persons to sign petitions and the outreach subjects will go to the Council Work Session.

b. Salem-Keizer Area Transportation Study (SKATS) Report - Kirck Kuehn & Hersch Sangster

Hersch Sangster said that the City of Turner is doing their Traffic Safety Program, and even though theirs is outdated, they're in line first on the docket. Safe Routes to School program gave a workshop to the Oregon School Board's annual convention so all of the schools would know more about safe routes. The focus was more on walking to school rather than bicycling. ODOT is working with the City of Keizer to improve Verda Lane. An upcoming in-person, open-house would be on December 7th at 4 p.m. at Keizer Civic Center.

Mayor Clark has been forwarding the Salem-Keizer Area Transportation Study (SKATS) packets to this Committee to know which projects are in the queue for our region. The SKATS packets also include engagement with transit and Cherriots. Members of SKATS Policy Committee are Salem, Keizer, Turner, Marion County, Polk County, the Salem-Keizer School District, Salem-Keizer mass-transit (Cherriots), and ODOT. There's also a Technical Advisory Committee that has projects, which are managed through the Mid-Willamette Valley Council of Governments and projects are federally funded. Mayor Clark explained the makeup of SKATS and the Metropolitan Planning Organization.

The other body that has policy impact is The Areas Commission on Transportation (ACTs), which was created by the Oregon Transportation Commission who oversees ODOT. The 12 ACTs oversees all of Oregon.

c. Discussion to Ask the Fire Department to Update the Policy for Sidewalks that have Driveways ~ Hersch Sangster

The Fire District doesn't have anything to do with sidewalks.

d. Budget Request(s) ~ Hersch Sangster

Hersch Sangster asked for discussion on the list of projects to consider which items should be added to the budget process. Chair Davis asked that this item go to the January meeting.

6. COMMITTEE

David Dempster received approval to buy 96 helmets, which should last

**MEMBER INPUT /
NEIGHBORHOOD
ASSOCIATION
REPORTS**

through May,

Hersch Sangster said that he's trying to get a Bike Skills Fair with the schools, and he has been working with the Police Department. He spoke with a couple of schools about it being a possible resource fair to move around the city annually. Keizer Elementary would like to be the host.

Michael DeBlasi reported on the upcoming neighborhood lights by the Greater Gubser Neighborhood Association and watch for people walking. He participated in the Ruby Bridges walk.

Tammy Saldivar reported to the Council, and she heard that the speed signs for Alder would go to the next Council meeting. She also learned a lot when she observed the hearing at the Planning Commission.

Brenda Lamb went with Lieutenant Wenning to find light flashers, and he checked out walking lights and cheap tape to use as reflectors, but didn't find anything cheap enough. Hersch Sangster said that a school has already secured the safety reflectors.

Chair Davis said that this project list will help wrap up the year by reporting to the City Council, and we're seeing a lot of good movement.

7. STAFF REPORT

Mike Griffin reported that the annual storm water cleaning is almost complete for the season. They're preparing street control for the holiday lights parade on Saturday, December 9th from 7 p.m. to 10 p.m.

**8. POLICE LIAISON
REPORT**

Lieutenant Wenning thanked the Committee for allowing him to attend again. The new liaison will attend in January. From the police side, they participated with Mayor Clark and officers to do the Ruby Bridges Walk to School Day this week. They love being part of it and are willing to participate in the future.

**9. COUNCIL
LIAISON REPORT**

Mayor Clark reported that the Ruby Bridges Walk to School Day was fantastic. Verda Lane Open House would be on December 7th. The torn-up sidewalks and PGE work along River Road is occurring to install fiber to connect all of the traffic signals on River Road. This will improve the responsiveness of adjusting the lights along River Road for safety purposes. The Westside Express Service is looking at another work study for Keizer in order to get everyone from Keizer to Portland.

A Joint Work Session with this Committee is being scheduled.

**10. OTHER
BUSINESS**

None.

11. ADJOURNMENT

Next meeting is: January 18th.

Meeting adjourned: 8:14 p.m.

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MINUTES
KEIZER TRAFFIC SAFETY/BIKEWAYS/PEDESTRIAN COMMITTEE
Thursday, January 18, 2024
Keizer City Council Chambers

- 1. CALL TO ORDER** Vice Chair Tammy Saldivar called the meeting to order at 6:01 p.m.
Attendance was noted as follows:

Present: Tammy Saldivar, Chair Michael De Blasi, Vice Chair David Dempster Hersch Sangster (6:14) Brenda Lamb David Philbrick Matt Myers	Council Liaison/Staff Present: Councilor Robert Husseman Mike Griffin, Storm Ops & Streets Melissa Bisset, City Recorder Adam Brown, City Manager
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- 2. ELECTION OF CHAIR & VICE CHAIR** Vice Chair Tammy Saldivar moved to open nominations.

Motion was made by Brenda Lamb to nominate Tammy Saldivar as Chair and seconded by Michael De Blasi. Motion unanimously passed as follows: Dempster, DeBlasi, Saldivar, Lamb, Myers and Philbrick in favor and Sangster absent.

Motion was made by David Dempster to nominate Brenda Lamb as Vice Chair and seconded by Matt Myers. Motion passed as follows: Dempster, DeBlasi, Lamb, and Myers in favor and Saldivar and Philbrick opposed and Sangster absent.

Motion was made by Brenda Lamb to nominate Michael De Blasi and seconded by David Philbrick. Motion passed as follows: DeBlasi, Saldivar, Lamb, and Philbrick in favor and Dempster and Myers opposed and Sangster absent.

David Dempster moved for nominations to be closed and seconded by Matt Myers.

A vote was taken with four votes for Mr. De Blasi and two votes for Ms. Lamb.

Tammy Saldivar and Michael De Blasi were elected by unanimous consent

to serve as Chair and Vice Chair respectively.

Introductions were made by new committee members, the Council Liaison and City Staff Members.

- 3. STRATEGIC PLAN ~ Feedback from Members ~ Council Liaison to Lead Discussion** Council Liaison Husseman directed the Committee to the draft City of Keizer Strategic Plan. He stated that the Plan helps guide the decision-making and where funds may be spent. He stated that communication of the Strategic Plan was not sufficient with respect to the priorities. He noted that each of the respective committees have been requested to review the Strategic Plan and provide comments.

Committee Member Dempster commented that a lot of this plan was based upon population growth and is a good thing and for some reason, it's going to make us save or not spend more money than we're currently spending. He felt that this was a false premise and said that population growth is expensive for both the people moving in and the current residents. He said that every year, the City of Keizer has increased its budget, even when the population didn't increase and that growth had a lot of hidden costs with infrastructure and additional City staff. He stated that by limiting growth saves money for the citizens of Keizer. He said that the City had a Long Range Planning Task Force who decided that the City should not increase the urban growth boundary and that the State was fine with this decision. He expressed concern about the thought that growth is a good thing and that the citizens would benefit from it.

Council Liaison Husseman pointed out that the Council has included Urban Growth Boundary evolution as one the long-term goals

Committee Member Myers asked about measurable objectives and who is held accountable. It was noted that a couple of actions are inherent in the goals and the staff would incorporate the goals into their work so the Strategic Plan is meant to be more of a guide.

City Manager Adam Brown noted that there would be a scorecard added to the Strategic Plan to provide the metrics for the goals that would eventually get approved by Council.

Committee Member De Blasi hoped that the right metrics would be measured for all of the downstream effects of decisions.

Committee Member Philbrick stated that he did not see very many actions related to a small-town feel.

Committee Member De Blasi asked about the mission and commented on the tight budget to provide City services. He wanted to make sure that the City was fiscally sound and would create the revenue to pay for a quality of life that was safe and good for the community.

Tammy Saldivar asked about action item 2.1 on the Implement Sidewalk Gap and Repair Program and what that might look like, and she asked about the difference when comparing it to item 2.2. City Manager Brown spoke about the American Rescue Plan Act (ARPA) funding and a possible funding match for a sidewalk replacement program. The idea is to incentivize the property owners to make updates.

Discussion ensued regarding the need to update the Transportation System Plan (TSP) and the cost of updating the plan. It was noted that staff was looking for State funding to help with the TSP. Mr. Dempster stated that there's a difference between transportation that can use high speeds to get folks to where they need to go faster versus traffic issues with low speeds and that this is not mentioned in the Strategic Plan.

Mr. Philbrick suggested looking at the speed limit on Verda near the roundabout, on Wheatland, and from Chemawa to Dearborn for safety and comfort purposes because the speeds were too high. He felt that the current conditions were not safe. He also felt a goal could be included in the Strategic Plan and that the fixes may not cost a lot of money.

The Committee tabled the discussion to the February meeting.

**a. Draft Strategic
Plan Review**

**4. CITY'S
STRATEGIC PLAN**

Duplicate Item.

5. ADJOURNMENT

Meeting adjourned: 6:40 p.m

**6. TRANSITION INTO
THE Joint City
Council/Traffic
Safety, Bikeways
& Pedestrian
Committee
Meeting - 6:30 pm**

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To: Traffic Safety/Bikeways/Pedestrian Committee

From: Tim Wood, Assistant City Manager

Subject:

Proposed Motion

N/A

I. Summary

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

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

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

The draft Keizer Strategic Plan is included in the agenda packet, but also feel free to review the plan at www.keizer.org/strategicPlan and share your comments at <https://www.surveymonkey.com/r/T5DHWDL> by Thursday, February 29, 2024, which was extended from January 26, 2024.

II. Background

A. N/A

III. Current Situation

A. N/A

IV. Analysis

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

V. Alternatives

- A. N/A

VI. Recommendation

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

Attachments

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

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Dear Keizer community member,

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

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

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

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

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

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

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

Thank you for sharing your feedback with us!

Thank you,

Adam Brown
City Manager

CITY OF
KEIZER
Strategic Plan for the Future



City of Keizer
Strategic Plan

2024 – 2028



Acknowledgments

CITY COUNCIL

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

STRATEGIC PLANNING TEAM

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

SSW Consulting Team

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



SSW CONSULTING

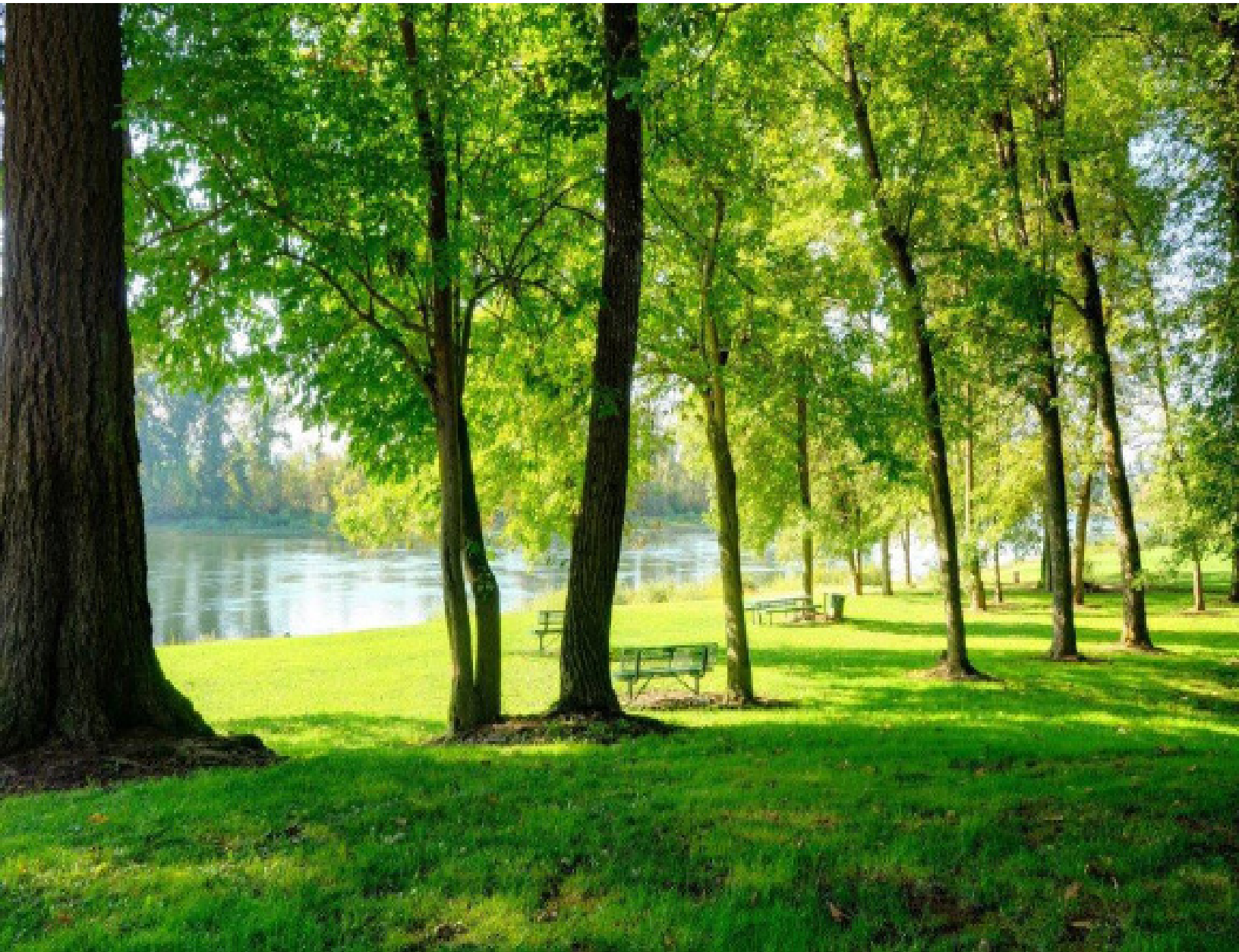


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A Message from the Strategic Planning Team

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

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

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

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

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

Introduction

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

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

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

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

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

Goals + Process

Strategic Planning Goals

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

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

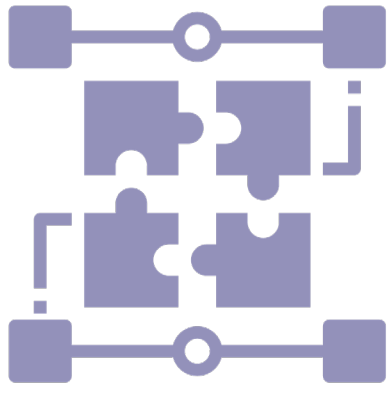
Strategic Planning Process

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

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



Community Engagement



Strategic Plan Development



Review + Adoption

Phase 1: Communication and Engagement

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

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

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

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

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

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

Engagement by the Numbers

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

Engagement Calendar

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

Phase 2: Strategic Plan Development

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

Action Planning Workshop

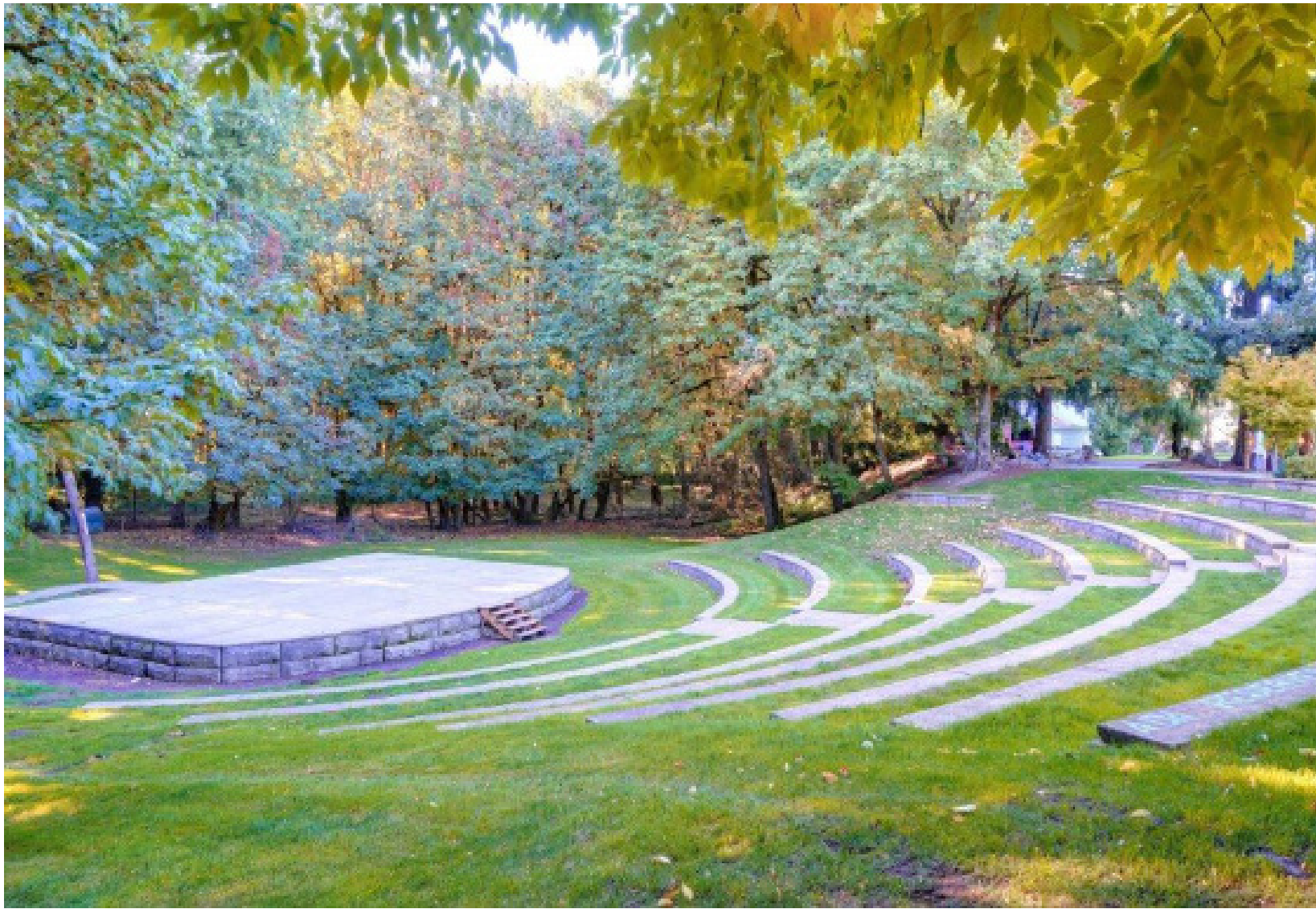
In October, the strategic planning team gathered with additional staff representation from all levels of the organization for an action planning workshop provide feedback on the mission, vision, values, and goals and consider all planned future projects, existing projects underway, and news ideas to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



Phase 3: Review + Adoption

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

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



Mission, Vision + Values



Mission

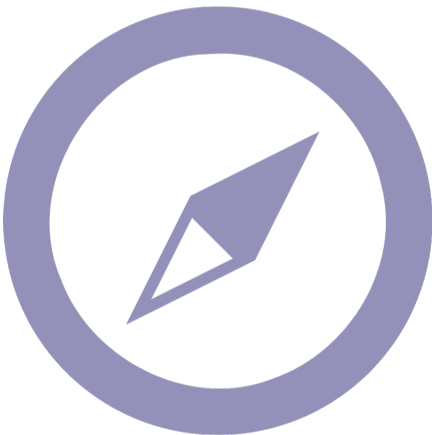
We provide excellent city services to support quality of life, safety, and community for all.



Vision

SERVICE – STEWARDSHIP – CONNECTION

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



Values

Be **R**ESPONSIBLE

Be **E**XCELLENT

Be **A**CCESSIBLE

Be **C**OMPASSIONATE

Be **H**ELPFUL

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

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

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

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

KEIZER LEADERSHIP PHILOSOPHY

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

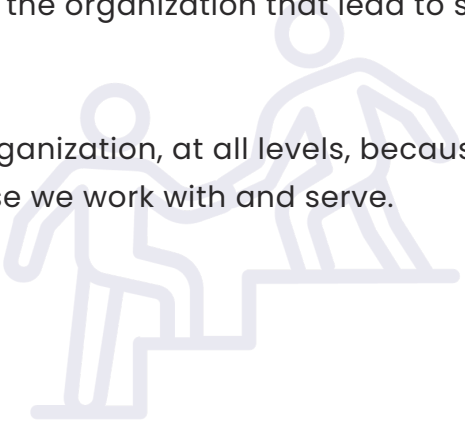
We work collaboratively to identify innovative solutions that have a sustainable and long-term benefit for the community.

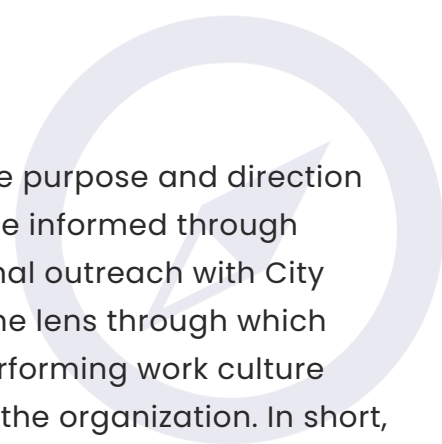
We believe the best decisions are made when we trust each other to be flexible in developing solutions, sharing knowledge, being creative and communicating openly and clearly.

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

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

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





VALUES

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

Be **R**esponsible

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

Be **E**xcellent

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

Be **A**ccessible

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

Be **C**ompassionate

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

Be **H**elpful

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

ACTION PLAN

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

What is an action?

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

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

Who is responsible for implementing these actions?

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

Plan Implementation

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

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

Accountability Framework

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

Budget Alignment System

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

Agenda Item System

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

Reporting System

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

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

Goals

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

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

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

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

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

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



Goals

Goal One: Safety + Supportive Services

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

Actions		Action Lead	Year
1.1	Increase public safety data sharing and reporting to community	Pending	Pending
1.2	Complete camera installation on street posts and in parks	Pending	Pending
1.3	Strengthen relationships between Police Department and community members	Pending	Pending
1.4	Maximize resources to prevent homelessness and mitigate the community impacts in a collaborative partnership with organizations across Marion County	Pending	Pending
1.5	Develop citywide emergency management plan to address continuity of operations and hazard mitigation (*)	Pending	Pending
1.6	Evolve our emergency preparedness by updating our plan, partnering with Marion County, and conducting 4 city table top exercises	Pending	Pending
1.7	Develop a long-term staffing and funding plan for the Police Department	Pending	Pending

(*) = City Council Priority

Goal Two: Transportation + Mobility

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

Actions		Action Lead	Year
2.1	Implement Sidewalk Gap and Repair Program (*)	Pending	Pending
2.2	Update Transportation System Plan (includes plans for sidewalk infill, crosswalks, bike lanes, bike routes, maintenance plan for residential streets, etc.) (*)	Pending	Pending
2.3	Complete River Cherry Overlay Revitalization Plan which addresses transportation safety improvements (midblock crossings, bicylce and pedestrian plans, Transportation safety action plan, etc.) (*)	Pending	Pending
2.4	Develop a plan to connect parks, trails, and neighborhoods to each other (e.g., Keizer Rapids Park to Salem Riverfront, trails between parks, etc.)	Pending	Pending

(*) = City Council Priority

2.2- Salem area mass transit included in TSP update.

Goal Three: Economic Development

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

Actions		Action Lead	Year
3.1	Update Economic Opportunity Analysis	Pending	Pending
3.2	Develop Economic Development Strategy (Includes identifying opportunities to assemble parcels for development, exploring/analyzing opportunities for city-owned properties for recruiting businesses, etc.)	Pending	Pending
3.3	Establish and enhance partnership with SEDCOR to market our properties	Pending	Pending
3.4	Partner with Chamber of Commerce to support economic gardening program which nurtures growth of exisiting businesses	Pending	Pending
3.5	Leverage Event Center as a tool for economic development (e.g., community events, etc.)	Pending	Pending
3.6	Conduct Urban Renewal analysis to revitalize River Road	Pending	Pending
3.7	Explore feasibility of business license as an informational tool or data base to support economic development and public safety	Pending	Pending
3.8	Revisit Willow Lake Settlement Agreement to create more developable land	Pending	Pending
3.9	Revise purchasing policies within state law to support local businesses	Pending	Pending

(*) = City Council Priorities

Goal Four: Engaged Community

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

Actions	Action Lead	Year
4.1 Develop citywide communications plan (e.g., community e-newsletter, social media policy, identify and reach missing voices, incorporate DEI, provide language translation to existing services, and interpretation services etc.)	Pending	Pending
4.2 Increase public relations capacity to provide coordinated and consistent information to community	Pending	Pending
4.3 Research and develop new and innovative engagement tools to try as pilot programs, that include ways to engage new voices	Pending	Pending
4.4 Complete website redesign to enhance end user experience	Pending	Pending
4.5 Conduct civic engagement strategies to educate and inform community on City services (e.g., Citywide open house)	Pending	Pending
4.6 Conduct bi-annual community survey	Pending	Pending
4.7 Conduct community engagement to explore potential funding mechanisms to support desired levels of service	Pending	Pending
4.8 Develop program for ongoing Volunteer Committee Training	Pending	Pending
4.9 Develop a plan and policy for how we Identify and prioritize local vendors for translation and interpretation services and create a policy for how and when we use the services	Pending	Pending

Actions	Action Lead	Year
4.10 Identify and implement opportunities and tools for employee engagement and collaboration (e.g., in-person, digital, events, two-way flow of communication, coordinated meetings, etc.	Pending	Pending
4.11 Reach out to local residents in recruitment for positions	Pending	Pending

(*) = City Council Priority

Goal Five: Community Growth

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

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

(*) = Council Priority

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

(*) = Council Priority

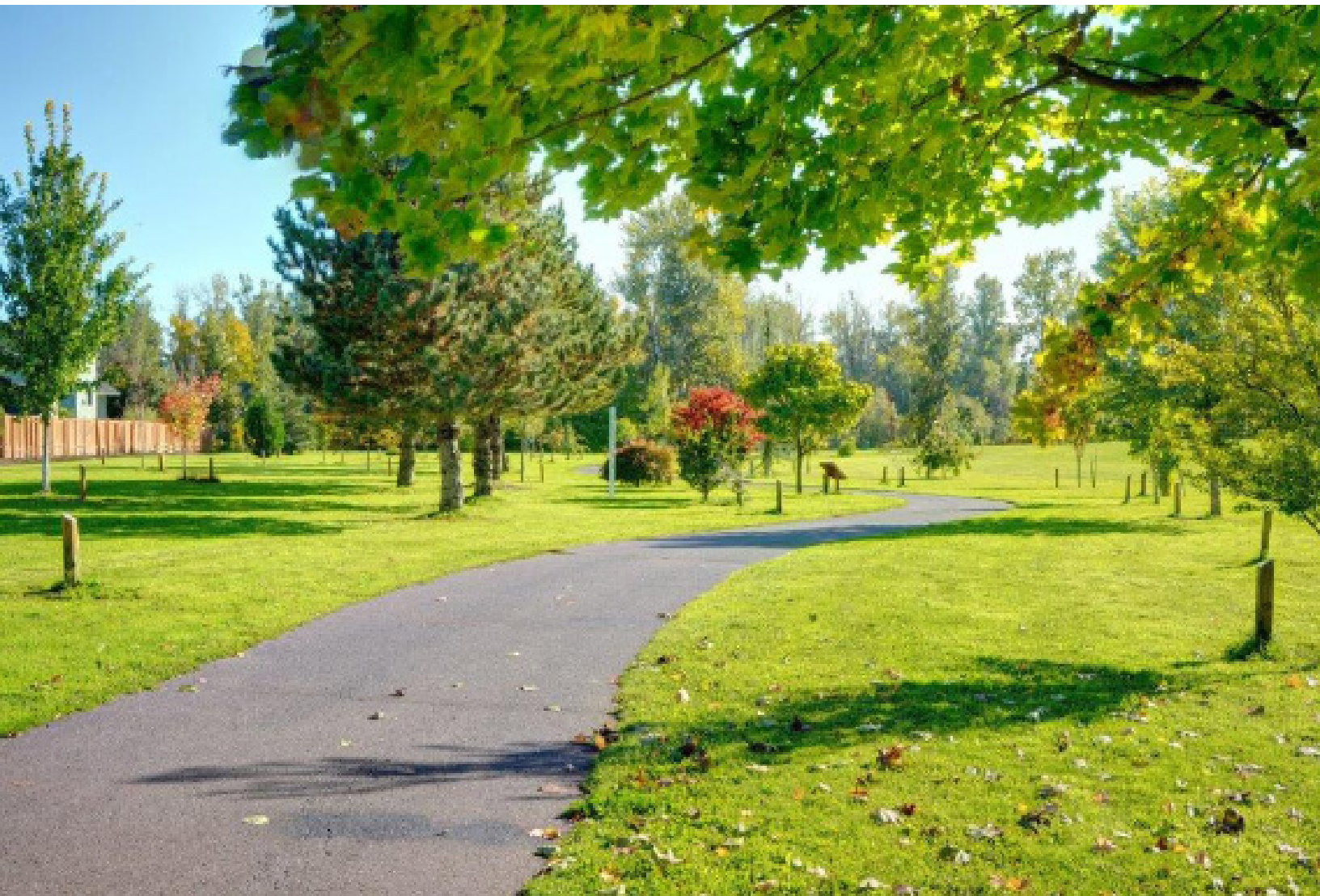
Goal Six: Strong + Sustainable Government

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

Actions	Action Lead	Year
6.1 Conduct organizational assessment to evaluate organizational efficiency and implement recommendations	Pending	Pending
6.2 Conduct technology audit and needs analysis to streamline the City’s use of software and applications	Pending	Pending
6.3 Develop and implement a process improvement program and resources	Pending	Pending
6.4 Develop cross-training and other strategies to retain institutional knowledge	Pending	Pending
6.5 Complete analysis of potential funding mechanisms to support General Fund	Pending	Pending
6.6 Conduct bi-annual community survey	Pending	Pending
6.7 Develop and continue to provide well-being resources and provide employees access to information through an HRIS platform	Pending	Pending
6.8 Develop a citywide resiliency plan or risk management plan to strengthen our preparedness for, and ability to respond, to known and unknown future challenges or risks facing the city.	Pending	Pending
6.9 Create an Asset Management Plan to manage the organizations’s infrastructure and other assets to deliver an agreed standard of service	Pending	Pending
6.10 Continue Rate modeling for utilities and discuss policy issues for the modeling (*)	Pending	Pending
6.11 Complete City Ordinance Codification (*)	Pending	Pending
6.12 Complete Water Master Plan Update (*)	Pending	Pending
6.13 Complete Water Main Replacements(*)	Pending	Pending

(*) = Council Priority





CITY OF
KEIZER

Strategic Plan for the Future

City of Keizer

930 Chemawa Road NE
Keizer, OR, 97303

503.390.3700

Greater Gubser	
President	Patti Tischer
VP	
Treasurer/Secretary	Jane Herb
Board Member	
Board Member	Mark Caillier
Board Member	
Board Member	

Greater Northeast	
president	Tammy Kunz
VP	Jacqueline Green
Secretary	Antonio Lopez
Secretary(backup)	Lilian B
Board Member	Maria G
Board Member	Jim J
Board Member	Shawn C
Board Member	William W

Northwest	
Chair	Hersch Sangster
Vice Chair	Jonathan Thompson
Secretary	Tammy Saldivar
Board Member	
Board Member	Griffin Walker
Board Member	Marlene Parsons
Board Member	Crista Medrano

Southeast	
Chair	Ken Gierloff
Vice Chair	Colleen Busch
Secretary	Don Davis
Treasurer	
Board Member	Korina Novaro
Board Member	
Board Member	

West	
President	Rhonda Rich
VP	Kris Adams
Secretary	Carolyn Homan
Board Member	Gary Blake
Board Member	Art Mauer
Board Member	Carol Phipps
Board Member	Robb Witters

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updated 6/6/23

Document initiated June 2023,
revised November 2023, revised at
11/16/23 mtg

Traffic Safety, Bikeways & Pathways - PROJECTS

Project	NA	Type of project	Date added	Date discussed by committee	Status
Verda and Chemawa NE		Flashing Crossing	6/7/2023		Monitor
Lockhaven N near McNary		RRFB-Rectangular Rapid Flashing Beacon	6/7/2023		Monitor
Candlewood NE Curve at Brooks NE		Flashing Amber Beacon for curve warning	6/7/2023		Monitor
Chemawa NE Curve on west side before approaching Lucinda Ave NE		(1) Solar speed display	6/7/2023		Monitor
Alder NE @ Brooks NE		(2) Solar Speed Displays on Alder NE @ Brooks Ave NE-one for each direction.	6/7/2023		Monitor
Signs along Bike path, the Parkway side.		Signs	6/7/2023		Monitor
Lockhaven NE bike striping at River Rd -- Eastbound only at Creekside Bus Stop			6/15/2023		Monitor
Keizer Rd NE: Verda-McLeod NE		Heavy pedestrian & bicycle useage	7/20/2023		Monitor

Document initiated June 2023, revised November 2023, revised at 11/16/23 mtg

Traffic Safety, Bikeways & Pathways - PROJECTS

Project	NA	Type of project	Date added	Date discussed by committee	Status
Cummings/Delight N Speed Table		Speed Table	6/7/2023		Completed
Library crosswalk at Rickman Rd NE		RRFB-Rectangular Rapid Flashing Beacon	6/7/2023		Completed
Claggett St NE: River- 10th/ 10th: Claggett- Chemawa NE		Speed study	7/20/2023		Completed

Document initiated June 2023,
revised November 2023, revised at
11/16/23 mtg

Traffic Safety, Bikeways & Pathways - PROJECTS

Project	NA	Type of project	Date added	Date discussed by committee	Status
Verda at Dearborn NE		Cherriot bus stop at Dearborn NE	6/7/2023		Can't Address



To: Mayor Clark and City Council Members
Thru: Adam J. Brown, City Manager
From: Dawn Wilson, Deputy City Recorder
Subject: Aurora-Donald Interchange Online Open House

Proposed Motion

N/A

I. Summary

Chair Tammy Saldivar encourages everyone to visit: https://odotopenhouse.org/ad-ph2?utm_campaign=ad-ph2&utm_source=govdelivery&utm_medium=referral

II. Background

A. Please visit the online open house at ODOT's website at: [Aurora-Donald Interchange](#).

III. Current Situation

A. Please visit the online open house at ODOT's website at: [Aurora-Donald Interchange](#).

IV. Analysis

- A. **Strategic Impact** - Unknown by City
- B. **Financial** - Unknown by City
- C. **Timing** - Please visit the online open house at ODOT's website at: [Aurora-Donald Interchange](#).
- D. **Policy/Legal** - Unknown by City

V. Alternatives

A. N/A

VI. Recommendation

Please visit the online open house at ODOT's website at: [Aurora-Donald Interchange](#).

Attachments

1. ATT_Aurora-Donald Interchange Online Open House_2 15 2024

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



I-5 Aurora-Donald Interchange – Building the Diverging Diamond

Welcome to our online open house, thank you for joining us!



We plan to start construction on this multiyear project in 2024.
In this online open house you can learn:

- About the improvements we're making as part of Phase 2.
- What you can expect during construction.
- What detours and impacts you may experience.
- How to drive through the diverging diamond interchange.
- How you can stay connected.

Stations



About the Project

Check out a before and after graphic and learn more about what we're building.



Impacts and Detours

Plan ahead – learn how construction may impact you.



Using the Diverging Diamond Interchange

Watch videos to learn how to drive through the new interchange.



[Accessibility and Language Options](#)



Stay Connected and Ask Questions

Fill out our comment form and sign up to receive email alerts about projects in the area.

Bike lanes & Buffers on Lockhaven

The primary project should be to move the southern bike lane out, widen to 5 feet and add a 2 foot buffer. Travel lanes are mostly narrowed to 10 feet wide. It matches lanes on Lockhaven to the east and west of this area and is the standard in many cities because it slows down cars. (Note that the drawing isn't perfect)

The space between the southern bike lane and the curb east of the exit behind H&R Block can be striped to indicate it's not for driving or parking.

The northern bike lane should be widened to a consistent width and have a 2 ft bike buffer added.

I added a painted bus stop on south side. SK Transit hasn't asked for this. The northern stop doesn't need to be painted.

The bike lane can go through the stop. It does so as it is today and in many other places throughout the system.

