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KEIZER PARKS & RECREATION ADVISORY BOARD **AGENDA**

Tuesday, February 13, 2024, 6:00 PM
Keizer Civic Center

- 1. CALL TO ORDER**
- 2. APPROVAL OF MINUTES**
 - a. January 2024
- 3. APPEARANCE OF INTERESTED CITIZENS**
- 4. STRATEGIC PLAN ~ FEEDBACK REQUESTED ~ ADDITIONAL DISCUSSION**
 - a. Draft Strategic Plan Review
- 5. MATCHNG GRANT PROGRAM**
 - a. \$250.00 Grant requested for Garden Flowers in the Community Garden at Chalmers Jones Park ~ TOTAL Project Value is: \$630
 - b. \$650 Grant Request Submitted by Connor Graham for Bair Park to Replace Invasive Plants with Native Plants
- 6. NEW/OLD BUSINESS**
 - a. **Parks Reports:**
 - Mike Pantalone ~ *Northview and Country Glen*
 - Clay Rushton ~ *Bair and Chalmer-Jones*
 - Bob Shackelford ~ *Meadows and Bob Newton*
 - Chair Matt Lawyer ~ *Ben Miller and Mike Whittam*
 - All ~ *Keizer Rapids Park*
 - b. New 3 to 5-year Draft Park Plan Review ~ see attachment.

7. **STAFF REPORT**

- a. **TURF FIELDS UPDATE**
- b. **Big Toy Pickets Available**

8. **COUNCIL LIAISON REPORT**

9. **OTHER BUSINESS**

- a. **Board Member Reporting to Council: Katie Brady, Tuesday, February 20th**

10. **ADJOURNMENT**

Reminder ~ **Next Board Meeting: Tuesday, March 12, 2024**

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



MINUTES
KEIZER PARKS & RECREATION ADVISORY BOARD
Tuesday, January 9, 2024
Keizer Civic Center

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

Present:
Matt Lawyer, Chair
Lisa Cejka, Vice Chair
Tanya Hamilton
Gwen Carr
Michael Pantalone
Bob Shackelford

Staff Present:
Robert Johnson, Parks Division Manager
Dawn Wilson, Deputy City Recorder
Adam Brown, City Manager

Absent:
David Loudon
Katie Brady
Clay Rushton

Council Liaison Present:
Councilor Kohler
- 2. ELECTION OF CHAIR & VICE CHAIR** Tanya Hamilton nominated Matt Lawyer as Chair and Lisa Cejka as Vice Chair.

Gwen Carr motioned to nominate Matt Lawyer as Chair and Lisa Cejka as Vice Chair and seconded by Bob Shackelford. Motion unanimously passed as follows: Cejka, Pantalone, Carr, Hamilton, Shackelford, and Lawyer in favor and Brady, Rushton, and Loudon absent.

Matt Lawyer and Lisa Cejka were elected by unanimous consent to serve as Chair and Vice Chair respectively.
- 3. APPROVAL OF MINUTES**

a. December 2023 Mike Pantalone moved for approval of the December 2023 Minutes. Lisa Cejka seconded. Motion unanimously passed as follows: Cejka, Pantalone, Carr, Hamilton, Shackelford, and Lawyer in favor and Brady, Rushton, and Loudon absent.
- 4. APPEARANCE OF INTERESTED** None.

CITIZENS

- 5. STRATEGIC PLAN ~ Feedback Requested ~ Council Liaison to Lead the Discussion** Councilor Kohler led the discussion by starting on page 8 with Goals and Processes. He asked the Board if they would like to add the price of volunteerism because the original mission statement of the Council was that they wanted to operate at the lowest cost possible.
- Mike Pantalone stated that spending more money would be for the vitality of the community and that the parks' funds enhance the parks.

Chair Matt Lawyer said that it's important to retain the price for volunteerism. The City has been able to maintain a high level of volunteerism. The Board has even been able to increase its grant budget.

Mr. Adam Brown explained how the Board members and community could provide feedback on the survey. Mr. Brown suggested looking through the lens of being a Board member and as the public lens when completing the survey. Members were encouraged to reach out to staff with questions and concerns and to take the time to complete the survey.

Councilor Kohler referenced page 22 on the Goals and Actions and asked how the City would achieve these. He also asked about using cameras in parks with regard to cost, which parks, and who would monitor the cameras. Councilor Kohler shared how much the graffiti issue has gotten worse in the parks, and even trees are being spray-painted. It was noted that Robert Johnson's staff cleans graffiti weekly.

Mr. Brown stated that they have a bid, but it's not a done deal. Use of the cameras would be used in the parks and on the roads leaving Keizer in order to help the Police Department. The cameras can act as a force-multiplier by acting as a deterrent and for police to be notified when there's movement.

Mr. Johnson said that the cameras would be strategically placed in some of the parks and not all parks would have cameras. He also stated that the recordings do a great job on picking up the details of active people. It was suggested that some of the cameras would be dummies to help act as decoys.

Mr. Lawyer suggested bringing Goal # 4 up to the number one priority because the City has to have engagement. The Board loves Goal # 2.4 on enhancing the trails.

Tanya Hamilton suggested looking at the Strategic Plan alongside the Board's Master Plan.

The Board agreed to do their homework and spend more time on this and have another discussion at the February 13th meeting to talk more in-depth.

Chair Lawyer would get his response to City staff.

a. **Draft Strategic
Plan Review**

6. **NEW/OLD
BUSINESS**

- a. **Parks Reports:** **Tanya Hamilton** reported that *Ryan J. Hill* looks good and everything is cleaned up | *Hidden Creek* looks fantastic with the clearing, and she could see and hear the water. She also trucked through Northridge Park, and it was mushy.
- Tanya Hamilton:**
Ryan J. Hill &
Willamette Manor
Gwen Carr:
Claggett Creek &
Clearlake
David Loudon:
Wallace House &
Keizer Little
League
Katie Brady:
Hidden Creek &
Northridge
Lisa Cejka: Palma
Ciea & Sunset
- Gwen Carr** reported that *Claggett Creek* is very soggy and looks great | *Clearlake* didn't have a sign, but she found the park.
- Lisa Cejka** reported on *Palma Ciea* is beautiful and cautioned folks to watch for the slippery mud down by the river | *Sunset* looks great | *Wallace House* looks lovely and has a little moss growing from the wetness | *Willamette Manor* doesn't have a sign because it was tagged with graffiti.

7. **STAFF REPORT**

Parks Director Robert Johnson reported that he would have the limb removed shortly at the Bob Newton Park. He has tree maintenance and identified hazards corrections scheduled for six parks.

There have been quite a bit of graffiti at Claggett Creek, Bob Newton, Carlson Skate Park, and Willamette Manor, which were all tagged quite viciously. A few entrance signs have been removed again to be repainted.

Ryan Hill Park had a piece of concrete lifted for repairs to the tree root, and a new concrete pad was poured.

Everything looks great at the Ben Miller Park, but two vehicles on the same night accidentally drove into the park and took out the boulders, the picnic table and the barbeque. The Parks Department would put everything back and may need to add reflectivity if it happens again.

Mr. Johnson provided an update on the Turf Fields for the Keizer Rapids Park with an estimated start date of March 1st for the project. He has a meeting scheduled between the engineers, Public Works staff, and the contractor to discuss the project, so they can order the necessary materials. He stated that there would be research conducted on grant opportunities to pay for the original items discussed, such as finishing the bathrooms, a storage building, and paving the parking lot.

City Manager Adam Brown said that the City is checking with some legislators to see if the City can receive some appropriations for the Turf Field. He stated that if the funding comes from the State, access to the funds is faster than receiving funds from the Federal government. The City has some funding from the Marion County/City matched-funding program and from system development charges that could be used. The equipment building needs to be built with the parking lot. The City would apply for the State and local government program for the bathroom. The completion gap is estimated to cost one million dollars in addition to the funds the City currently has. Chair Lawyer asked about sponsorship. Mr. Brown stated that sponsors would be \$25,000 on the field for a 10-year sponsorship because that's the life of the field.

Mr. Johnson stated that once the Turf Field construction starts, the trail on the paved path on the East side of the Big Toy, which is the trail that leaves the Big Toy area and heads East, would be closed so that dirt can be relocated across the path and fill in the low area in order for the swale to be used for the Keizer Fest.

Mr. Brown reported on all of the new photographs of all the parks that the City recently obtained. Several panoramic views of the parks are now on the City's website under the Geographic Information System (GIS) using the Parks and Attractions application and can be viewed using the "More Info" link in the pop-up window.

**8. COUNCIL
LIAISON REPORT**

Councilor Kohler reported on the graffiti that he saw in Portland and wanted a shout-out to the Keizer Parks Division on their good work on keeping the graffiti cleaned up.

**9. OTHER
BUSINESS**

Chair Lawyer said the Keizer First Citizen event would be upcoming.

Lisa Cejka would Chair the February meeting.

**a. Board Member
Reporting to
Council: Matt
Lawyer on
Tuesday, January
16th**

10. ADJOURNMENT Meeting adjourned at 7:05 p.m.

"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."



Parks & Recreation Advisory Board Meeting Date:
February 13, 2024

To: Parks & Recreation Advisory Board

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

Attachments

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

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Dear Keizer community member,

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

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

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

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

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

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

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

Thank you for sharing your feedback with us!

Thank you,

Adam Brown
City Manager

CITY OF
KEIZER
Strategic Plan for the Future



City of Keizer
Strategic Plan

2024 – 2028



Acknowledgments

CITY COUNCIL

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

STRATEGIC PLANNING TEAM

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

SSW Consulting Team

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



SSW CONSULTING



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A Message from the Strategic Planning Team

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

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

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

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

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

Introduction

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

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

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

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

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

Goals + Process

Strategic Planning Goals

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

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

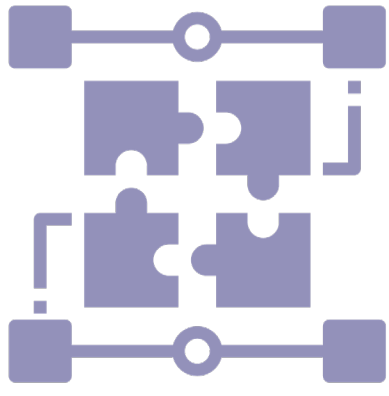
Strategic Planning Process

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

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



Community Engagement



Strategic Plan Development



Review + Adoption

Phase 1: Communication and Engagement

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

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

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

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

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

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

Engagement by the Numbers

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

Engagement Calendar

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

Phase 2: Strategic Plan Development

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

Action Planning Workshop

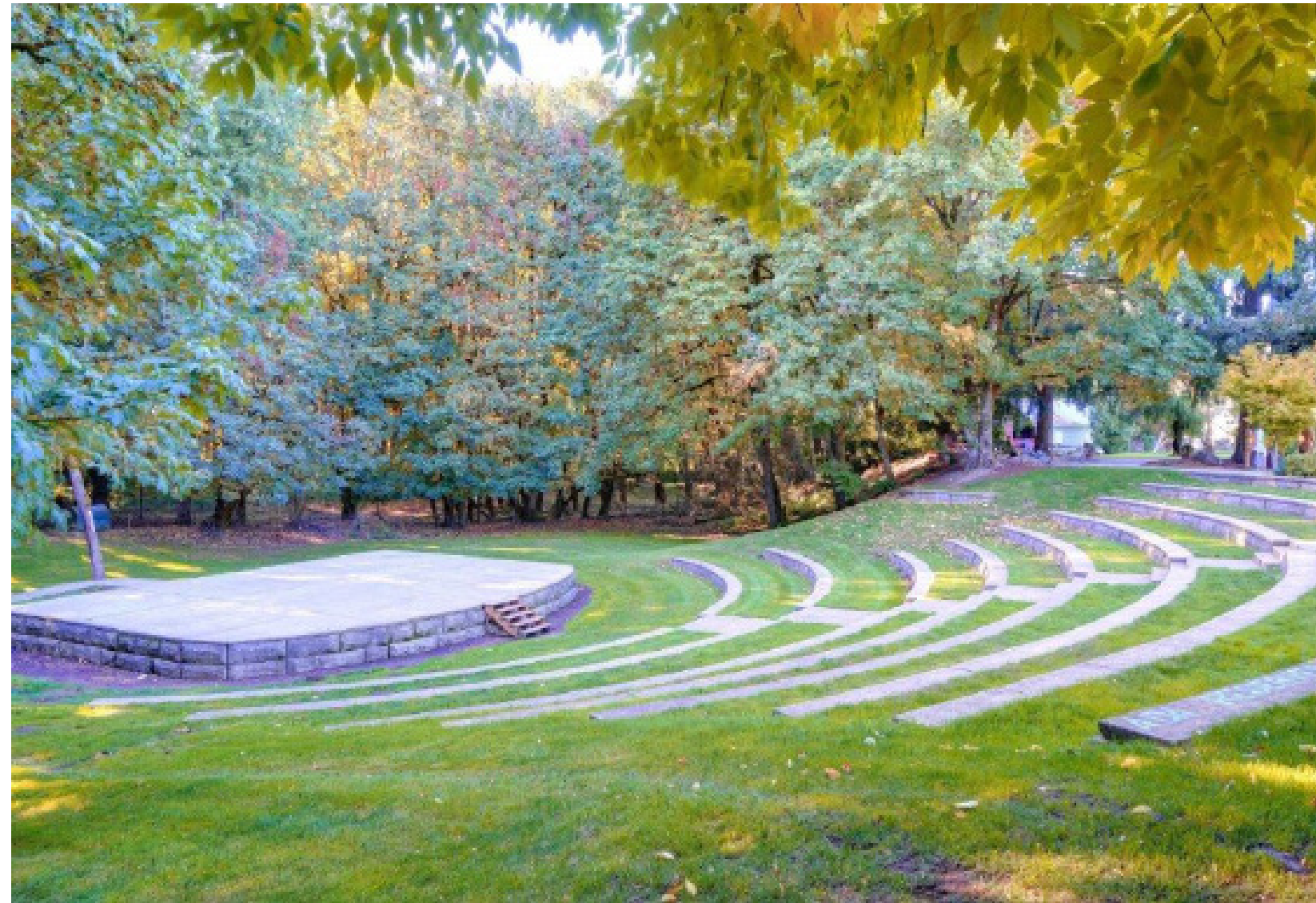
In October, the strategic planning team gathered with additional staff representation from all levels of the organization for an action planning workshop provide feedback on the mission, vision, values, and goals and consider all planned future projects, existing projects underway, and news ideas to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



Phase 3: Review + Adoption

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

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



Mission, Vision + Values



Mission

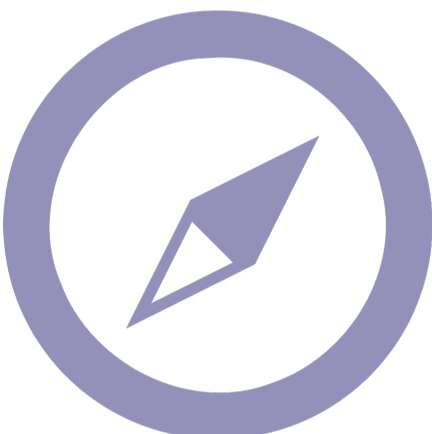
We provide excellent city services to support quality of life, safety, and community for all.



Vision

SERVICE – STEWARDSHIP – CONNECTION

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



Values

Be **R**ESPONSIBLE

Be **E**XCELLENT

Be **A**CCESSIBLE

Be **C**OMPASSIONATE

Be **H**ELPFUL

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

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

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

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

KEIZER LEADERSHIP PHILOSOPHY

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

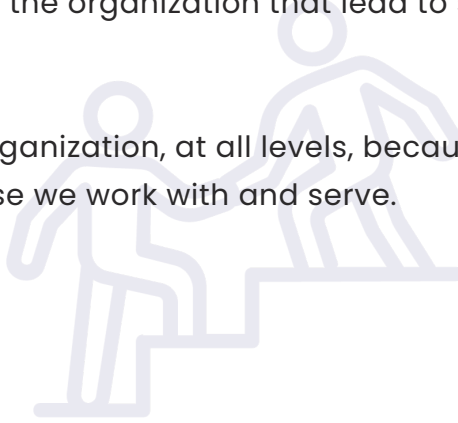
We work collaboratively to identify innovative solutions that have a sustainable and long-term benefit for the community.

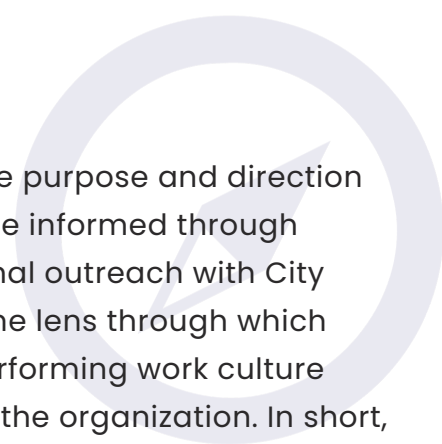
We believe the best decisions are made when we trust each other to be flexible in developing solutions, sharing knowledge, being creative and communicating openly and clearly.

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

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

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





VALUES

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

Be **R**esponsible

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

Be **E**xcellent

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

Be **A**ccessible

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

Be **C**ompassionate

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

Be **H**elpful

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

ACTION PLAN

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

What is an action?

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

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

Who is responsible for implementing these actions?

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

Plan Implementation

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

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

Accountability Framework

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

Budget Alignment System

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

Agenda Item System

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

Reporting System

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

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

Goals

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

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

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

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

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

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



Goals

Goal One: Safety + Supportive Services

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

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

(*) = City Council Priority

Goal Two: Transportation + Mobility

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

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

(*) = City Council Priority

2.2- Salem area mass transit included in TSP update.

Goal Three: Economic Development

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

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

(*) = City Council Priorities

Goal Four: Engaged Community

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

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

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

(*) = City Council Priority

Goal Five: Community Growth

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

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

(*) = Council Priority

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

(*) = Council Priority

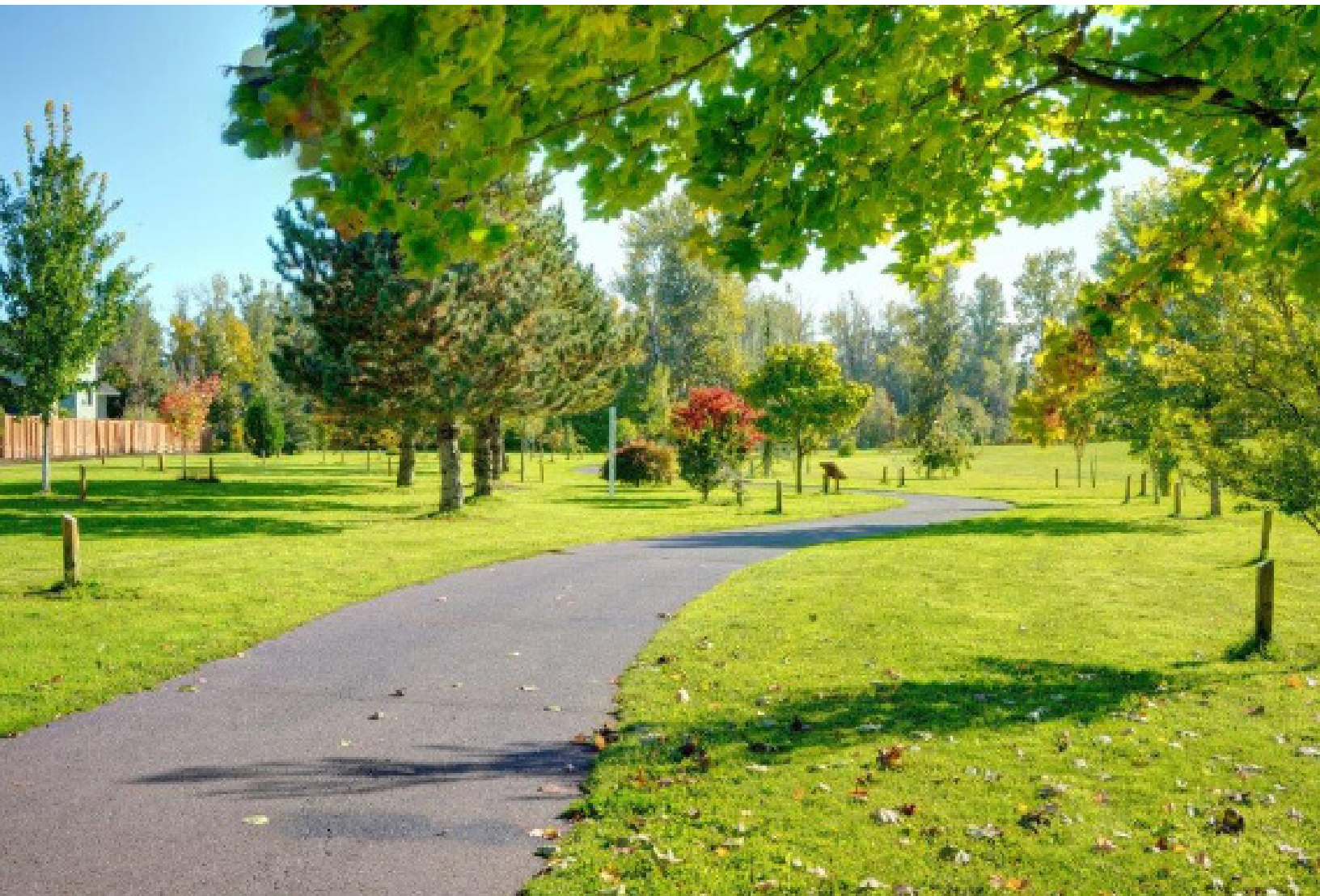
Goal Six: Strong + Sustainable Government

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

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

(*) = Council Priority





CITY OF
KEIZER

Strategic Plan for the Future

City of Keizer

930 Chemawa Road NE
Keizer, OR, 97303

503.390.3700



RECEIVED
FEB 6

Submit

Print

KEIZER PARKS IMPROVEMENT
MATCHING GRANT PROGRAM APPLICATION

All areas must be filled in and signed before submission.

Please submit by clicking the "Submit" button or deliver to City Hall at 930 Chemawa Road, Keizer, Attention: Dawn Wilson

Name of Organization or Individual Peggy & Jerry Moore Community Garden	Address Chalmers Jones Park
	Phone
	Email
Project Director Peggy Moore	Address Keizer
	Phone
	Email
Project Name Garden Flowers	Proposed Park Site: Chalmers Jones Park
Is the project identified in the current Parks Master Plan? ☐ Yes ☒ No (example: vegetative buffer along River Road at Meadows Park)	
Estimated project start date: 2-16-2024	Estimated project completion date: 6-30-2024
Budget: Parks Board Matching Grant	\$ 250.00
Private Cash/Materials Donations	\$ 284.00
Corporate Sponsorship	\$
Labor (estimated value)	\$ 96.00
Total Project Value:	\$ 630.00
Will a recognition sign be required?	☐ Yes ☒ No
Type of Project: (check all that apply) ☐ New Park Feature(s) ☒ Replacement of Existing Park Feature ☐ Park Rehabilitation	
Project Description: Describe the project for which the matching grant funds are requested including a description of labor and materials needed for completion of the project, a cost estimate for project completion if available, impact on the community, involvement of the organization itself and its volunteers. Additional documentation may be attached to email that displays when "Submit" button is pressed. Flowers complete a garden - adding pleasure and beautification. Flowers attract pollinators to vegetable plants which is necessary for successfully growing nutritious food. Besides the flowers the community garden will provide all other materials and labor.	
*Successful applicants will be expected to follow all applicable city/state requirements/laws. *Grant recipients will be required to reapply for funds if the project is not completed by the agreed deadline.	
Signature (Electronic signature accepted)	Date 2-4-2024

Applications must be received by the first Tuesday of the month in order to be considered at the next Parks Board meeting (second Tuesday of each month).

RECEIVED CITY OF KEIZER
FEB 6 2:24 PM 1:50

Grant Request - \$ 250⁰⁰

Peggy and Jerry Moore Community Garden
Project - Flowers
for hanging baskets & flower beds

The Community Garden has on hand
and will provide the following
materials for this project -

4 larger hanging pots	\$ 24.
11 smaller hanging pots	55.
11 Shepherds hooks	110.
Drip irrigation line and posts for larger pots	30.
Compost, planting mix, fertilizer, 65.	
other planting materials	
Garden members to shop for plants, 96.	
transport to garden, plant & hang flower baskets, and plant flowers in flower beds	
(4 people x 2 hours = 8 x \$12 per hour = 96)	

Total \$ 380.

Sig

Total value of project \$ 630.

Parks 3-5 Year Priority Plan

2024 Draft

25-26

- Replace Playground at Country Glen Park and relocate away from street, add swings and include ADA functions
- Replace 2007 F-250
- Replace (2) 2017 zero turn mowers
- Skate Park Maintenance Including Crack repair, Recoat Coping, Grind and polish remaining concrete.

\$500,000

26-27

- Construct new Picnic Shelter near River at KRP with ADA functions
- Construct additional Parking North of Boat Ramp Parking Lot
- Pathway resurfacing project throughout Parks to remain ADA compliant
- Replace 2020 Zero turn mower
- Replace fall protection top coat at The Big Toy to remain ADA compliant
- Develop seasonal river access at Wallace House and Palma Ciega Park.
- Facelift/ Retro-fit Charge Barn to allow for safe use and storage
- Purchase Gator/UTV for KRP and trade in our 4-wheeler

\$500,000

27-28

- Retro-fit Boarding Floats at KRP Marine Facility to remain ADA compliant
- Replace 2022 zero turn mower
- Replace 2002 Ford Ranger with new F-150
- Resurface Dog Park Parking lot and walkway to remain ADA compliant
- Connect pavement from end of Chemawa Rd to Disc Golf Parking Lots.
- Construct trail along Creek at Claggett Creek Park allowing ADA access
- Construct new ADA Viewing Platform at KRP along the River Trail

\$525,000

28-29

- Replace Play Structure at Wallace House Park including ADA functions
 - Construct new Picnic Shelter at Wallace House Park with ADA functions
 - Add Nature Play throughout Parks System wide
 - Purchase Dump Trailer
- \$470,000**

29-30

- Replace Play Structure at Northview Terrace Park including ADA functions
 - Construct new Picnic Shelter at Northview Terrace Park with ADA functions
 - Construct new Sidewalk South of Basketball Court at Northview Terrace Park connecting new Picnic Shelter and existing Staircase on hillside
 - Update/ Retro-fit Wooden Bridge at Ryan J. Hill Memorial Park
- \$525,000**

30-31 (Continuing into year 6)

- Replace Play Structure at Willamette Manor including ADA functions
- Resurface Tennis Court at Willamette Manor (top coat only)
- Update Parks Master Plan