The City of Keizer is committed to providing equal access to all public meetings and information per the requirements of the ADA and Oregon Revised Statutes (ORS). The Keizer Civic Center is wheelchair accessible. If you require any service such as language translation or other interpretive services that furthers your inclusivity to participate, please contact the Office of the City Recorder at least 48 business hours prior to the meeting by email at bissetm@keizer.org or phone at (503)390-3700 or (503)856-3412. To provide oral comments via electronic means, please contact the City Recorder's Office no later than 2:00 p.m. on the day of the meeting. Most regular City Council meetings are streamed live through www.KeizerTV.com and cable-cast on Comcast Channel 23 within the Keizer City limits. Thank you for your interest in the City of Keizer.

KEIZER PLANNING COMMISSION

Wednesday, February 21, 2024, 6:00 PM
Keizer Civic Center

1. **CALL TO ORDER**

2. **APPROVAL OF MINUTES**

   a. **January 2024**

3. **APPEARANCE OF INTERESTED CITIZENS**

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

4. **STRATEGIC PLAN ~ FEEDBACK FROM PLANNING COMMISSION**

   a. **Draft Strategic Plan Review**

5. **NEW-OLD BUSINESS/STAFF REPORT**

6. **COUNCIL LIAISON REPORT**

7. **COUNCIL REPRESENTATIVE: MO AVISHAN TO REPORT TO COUNCIL ON MARCH 4, 2024**

8. **NEXT MEETING: MARCH 13, 2024**

9. **ADJOURNMENT**

"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 PLANNING COMMISSION
Wednesday, January 10, 2024
Keizer Civic Center

1. CALL TO ORDER

CALL TO ORDER: Chair Matt Lawyer called the meeting to order at 6:00 pm.

ATTENDANCE
Present:
Matt Lawyer, Chair
Sara Hutches, Vice Chair
Mo Avishan
Jeremy Grenz
Ron Bersin
Robb Witters
Fernando Lopez (6:04)
Angelica Sarmiento Avendano

Council Liaison Present:
Councilor Juran

Staff Present:
Shane Witham, Planning Director
Shannon Johnson, City Attorney
Dina Horner, Assistant Planner
Adam Brown, City Manager
Dawn Wilson, Deputy City Recorder

2. APPEARANCE OF INTERESTED CITIZENS

None.

3. APPROVAL OF MINUTES

a. November 2023 Minutes

Commissioner Jeremy Grenz moved for approval of the November 2023 Minutes as presented. Commissioner Ron Bersin seconded. Motion passed unanimously as follows: Lawyer, Bersin, Grenz, Avishan, Hutches, and Witters in favor and Lopez absent.

4. STRATEGIC PLAN ~ Discussion to be Lead by Council Liaison

Commissioner Juran doesn't agree with a lot of the Strategic Plan and feels that it needs to be quantified, clarified, simplified, and include more substantive wording.

Chair Lawyer spoke about Slide 22 on Goals and the ones that particularly pertain to the Planning Commission, which are Sections 1, 2 and 5 on public engagement, He encouraged each Member to go onto the City's Website to

complete the survey. He stated that the City Manager would allow the Commission to provide feedback after the January 26th due date for about another month.

Commissioner Avishan stated that it's unclear if the Strategic Plan is for the City of Keizer as a city or as an organization. He believes it's for both and should be separate. The two visions for five to ten years down the road and would likely be very different. He also didn't see any benchmarking, so he would like to know how we compare to other cities. He stated that the action plans do not support our mission and values. The vision statement is missing the things that the City values. The Strategic Plan doesn't list who will report to who and that we would improve the quality of life but compared to what? He would like to know the meaning of the content and how it can be measurable. He asked how the public would know if goals are met.

Commissioner Bersin found that the City Council priorities are highlighted and asked who handles the other priorities. He asked how we would know if we had completed the Strategic Plan.

Chair Lawyer spoke to Goal 5.2 and 5.3 and said he struggled with the objective of this Commission for the last few years, as a Commission. We've had to react to Executive Orders and other things from the Legislature and are dealing with issues that exist in Keizer but not to the scale of other jurisdictions. He suggests that the City is very strategic on the Housing Analysis because something could change in the legislation. He suggests doing as little harm while being responsive to the needs that exist and not overreaching.

Planning Director Shane Witham agreed that when the State changes the rules, it does make it a challenge to adopt a revised Housing Analysis.

City Manager Adam Brown clarified that the Strategic Plan was developed from public feedback and the survey.

Commissioner Lopez commented on being an everyday citizen and that the document needs to be simplified. He said that it would be helpful to add metrics or explain what needs to be accomplished.

Councilor Bersin wants to address the areas that affect the Commission itself and have metrics.

City Attorney Shannon Johnson clarified that the Commission wasn't being asked to take action but rather to have a discussion. Chair Lawyer clarified that the Commission would have a collective voice. Mr. Johnson stated that it would be difficult to create metrics for some things because they would be subjective.

City Manager Adam Brown stated that the notes from the meeting would be sent to the Strategic Plan Consultant.

Chair Lawyer summarized that the Strategic Plan can help facilitate funding of City projects and its Master Plan. He also views the Strategic Plan as having a lot of fun words and a lack of content. He encouraged the Commissioners to submit their comments and to also have a voice collectively now or at a February meeting. He also encouraged the youth to complete the survey because they would be next work deal with these decisions.

Youth Commissioner Angelica Sarmiento Avendano would connect with the Council Liaison and communicate with peers to complete the survey.

Chair Lawyer suggested postponing the next meeting to February 21, 2024. There were no objections.

Mr. Witham asked that the Commissioners reach out to him before February's discussion as to goals that could be actionable items over the next five years.

Commissioner Witters focused on the goals themselves, especially goal # 5 as it pertains to the Planning Commission. He would like to see metrics, wants to know if they are measurable, and if the goals are measurable, how would the goals be reached?

Chair Lawyer spoke on Goal # 5, and he felt that everything doesn't have a direct nexus. It's unfortunate that we don't get more people attending public meetings. Transportation, mobility, and economic plans should be looked at by this Commission.

City Manager Adam Brown stated that everything said here is valuable.

a. Draft Strategic Plan Review

5. WORK PLAN FOR 2024

Planning Director Shane Witham walked through the high-level items on the Work Plan list. He wants to find out from the Commission what items they want to tackle this year that aren't on the list.

City Attorney Shannon Johnson spoke on how the Climate-Friendly and Equitable Communities (CFEC) Rules was developed and impacts a large group of municipalities. Although these rules are being appealed, the City still has CFEC obligations.

Mr. Witham provided additional detail on several items on the list. High-level items include the CFEC and Climate Friendly Area Designation, Sign Code, the Master Plan, Housing Needs Analysis, items identified by the Planning

Commission, and the Traffic System Plan Update.

Discussion ensued on the list of items, and the Commission agreed that they were happy with the list provided.

a. Work Plan for 2024

6. NEW-OLD BUSINESS/STAFF REPORT

Mr. Johnson stated that a few months ago, the Commission took on a proposed text amendment to expand the role of the Planning Commission with regard to a quasi-judicial hearing on conditional use permits or major variances. Ultimately, the Commission decided not to make any changes. However, this formal matter still needs to go to Council for their decision.

Mo Avishan moved for a motion to suspend the rules to consider this matter which is an item not on the Agenda. Seconded by Jeremy Grenz. Motion passed unanimously as follows: Lawyer, Bersin, Lopez, Grenz, Avishan, Hutches, and Witters in favor.

Chair Lawyers summarized the matter for the rest of the Commissioners and stated that they could do nothing, set a public hearing date, or have a work session for discussion. Mr. Johnson explained the proposal. He stated that the Planning Commission's decision on this matter would be a final decision, unless it is appealed.

Robb Witters moved to set this matter as an Agenda item to the March 2024 meeting as discussed by City Attorney Johnson. Seconded by Sara Hutches. Motion passed unanimously as follows: Lawyer, Bersin, Lopez, Grenz, Avishan, Hutches, and Witters in favor.

The Commission would like the same Staff Report and Master Plan amendments brought back for the work session.

7. COUNCIL LIAISON REPORT

Youth Liaison Angelica Sarmiento Avendano reported that McNary received third place in the girl's wrestling team. She is a finalist for the Keizer's First Citizen Award. Coming up in the Theatre Department would be a show by Mamma Mia.

Councilor Juran suggested listening to the previous meeting on the new matter that Mr. Johnson brought up tonight. He stated that the Council is revisiting the Right-of-Way and Franchise Agreement.

8. COUNCIL REPRESENTATIVE:

Chair Lawyer will report to the City Council on January 16, 2024.

9. NEXT MEETING: February 14, 2024

The February 14th meeting was postponed Feburary 21,2024.

10. ADJOURNMENT Meeting adjourned at: 7:55 p.m.

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Planning Commission Meeting Date: February 21, 2024

To: Planning Commission

From: Tim Wood, Assistant City Manager

Subject: Strategic Plan Review

Proposed Motion
N/A

I. Summary

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

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

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

The draft Keizer Strategic Plan is included in the agenda packet, but also feel free to review the plan at www.keizer.org/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

"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."

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

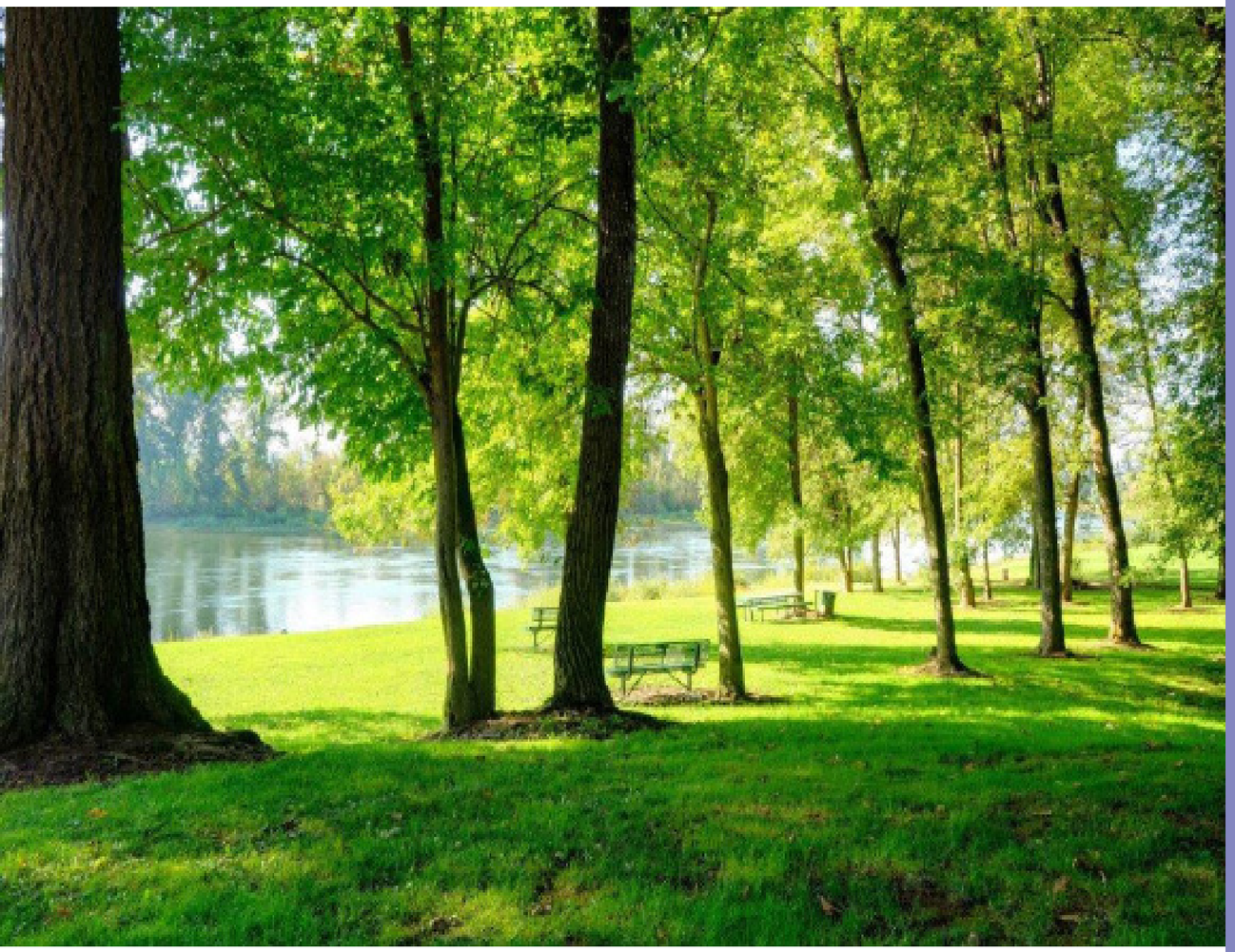
STRATEGIC PLANNING TEAM

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:

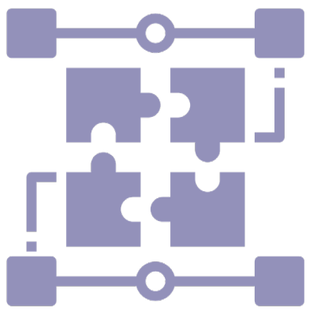
- Develop a clear mission and five-year vision for the organization,
- Identify the values that will guide the organization in achieving the vision and supporting the mission,
- Build a cohesive team amongst the organization and Council that is aligned around shared five-year goals, and
- Conduct inclusive 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.

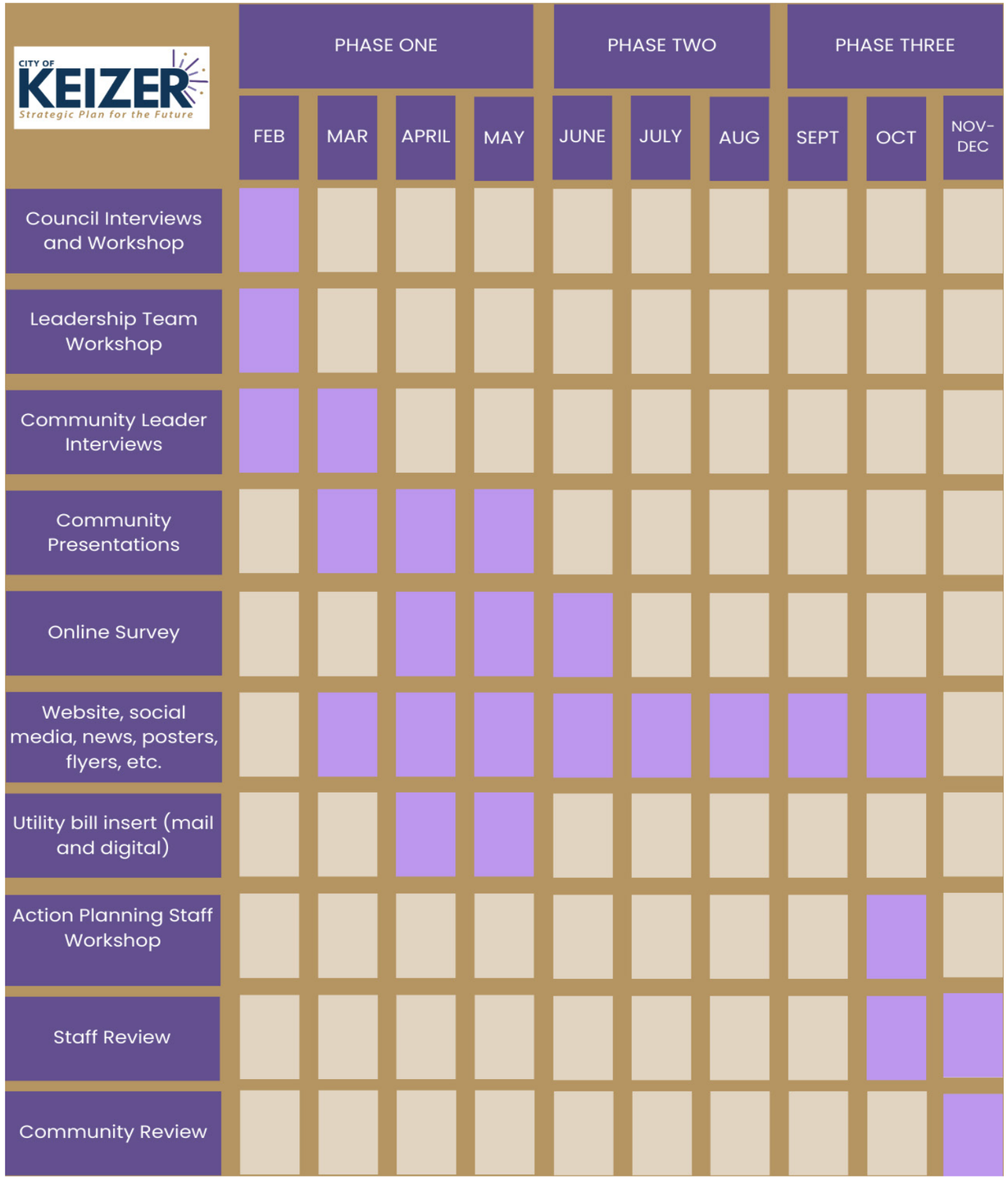
The project team developed a communications and engagement strategy outlining how the communication and engagement would support these goals, the various stakeholder groups who will play a role in the process and a description of their role, effective ways to engage and foster relationships with stakeholders, 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

Engagement Calendar



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.

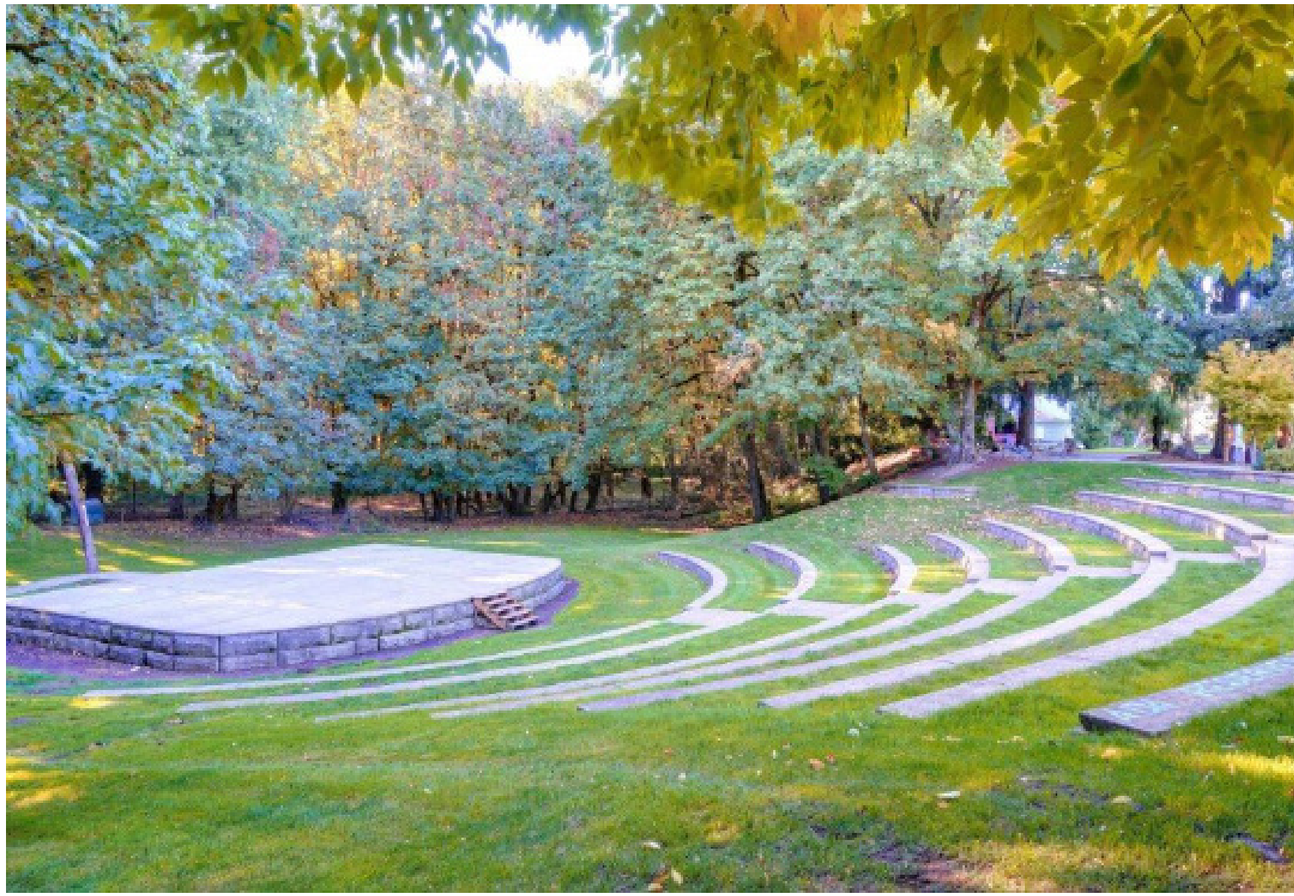
Action Planning Workshop

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

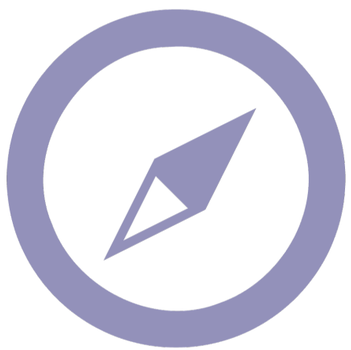
Mission

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 **RESPONSIBLE**

Be **EXCELLENT**

Be **ACCESSIBLE**

Be **COMPASSIONATE**

Be **HELPFUL**

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.

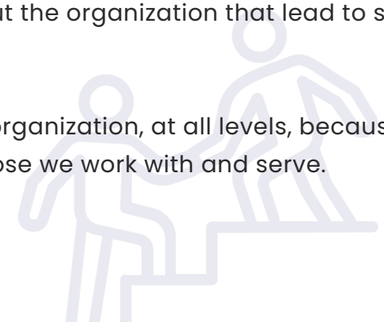
We work collaboratively to identify innovative solutions that have a sustainable and long-term benefit for the community.

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 Responsible

- 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 Excellent

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

Be Accessible

- 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 Compassionate

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

Be Helpful

- 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
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
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

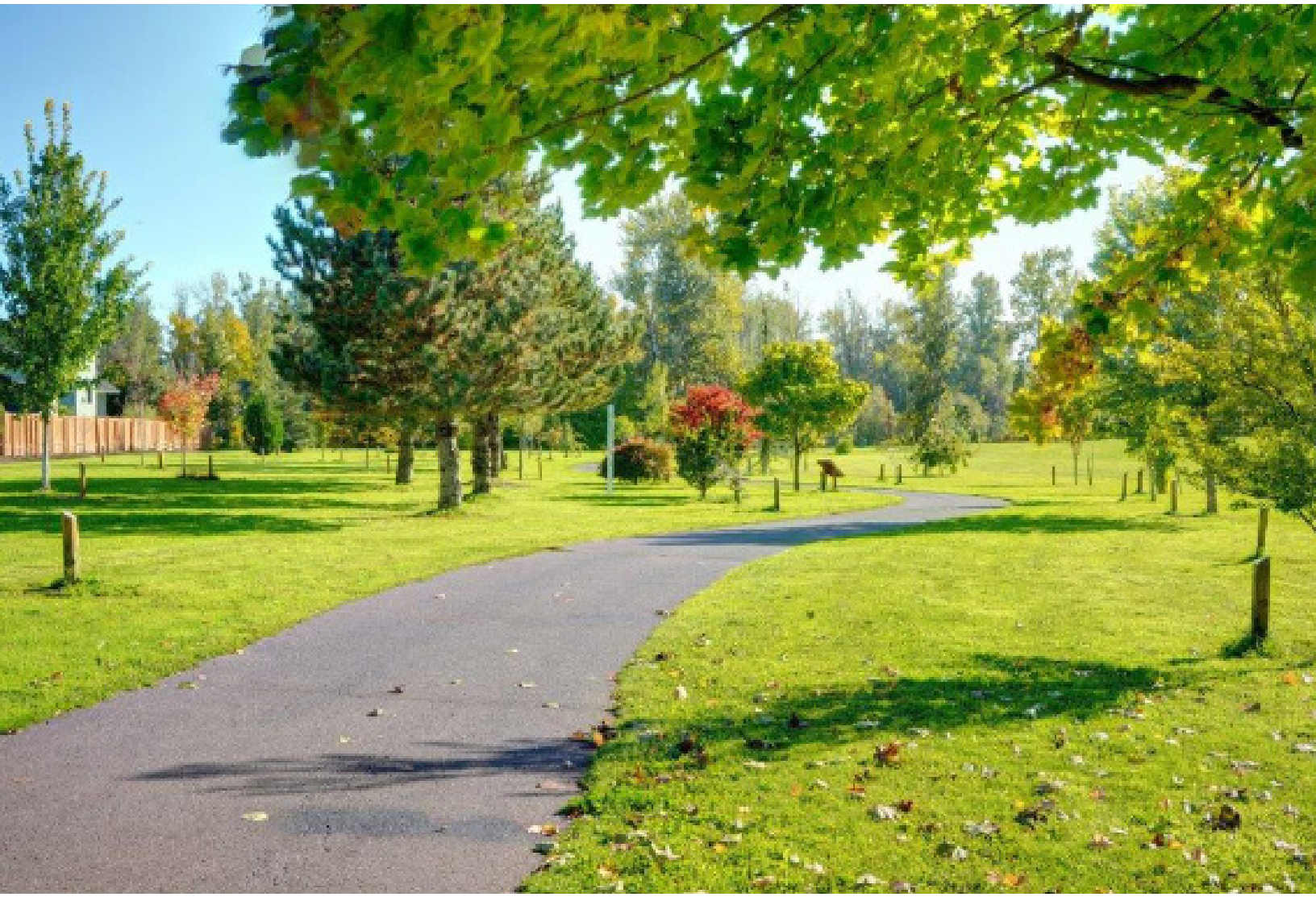
(*) = Council Priority

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

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