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KEIZER PUBLIC ARTS COMMISSION **AGENDA**

Tuesday, March 19, 2024, 6:00 PM
Keizer Civic Center ~ Council Chambers

- 1. CALL TO ORDER**
- 2. ELECTION OF CHAIR AND VICE CHAIR**
- 3. STRATEGIC PLAN ~ FEEDBACK FROM MEMBERS ~ COUNCIL LIAISON WILL LEAD THE DISCUSSION**
 - a. Draft Strategic Plan Review**
- 4. APPROVAL OF MINUTES**
 - a. December 2023**
 - b. January 2024**
 - c. February 2024**
- 5. GALLERY DISPLAY SCHEDULE**
 - a. Artist Joel Nickel Submission for April & May to be displayed in the Gallery ---> NEED MOTION**
 - b. June-July ~ Gary Hlastals (request sent on 11/02/23 to receive pictures of artwork by 05/08/24)**

August-September ~ Iris Festival/KeizerFest Annual Display

October-November ~ Native American Indian Display
- 6. GRANT EFFORTS**
- 7. REVIEW OF ARTS COMMISSION BUDGET**
 - a. March 2024**

- b. How much does KPAC need in next year's budget & how will this money be spent --> NEED MOTION.

8. **NEW BUSINESS**

9. **OTHER BUSINESS**

- a. Keizer Public Art Walk brochure ~ updated by Kathy Thoreson ~ she would like to discuss a curated walking map of the artworks.
- b. Update on the City Electrical Boxes
- c. Mockup Sign to be placed behind the Dais in the Council Chambers
- d. Consider Reopening the 2024 Holiday Card Contest ~ No submissions were received & multiple reminders were sent.

10. **ADJOURN**

Next Meeting: May 21st

"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."



Public Arts Commission Meeting Date: March 19,
2024

To: Public Arts Commission
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 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.

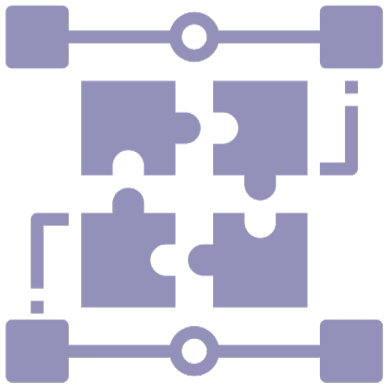
Strategic Planning Process

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

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

	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

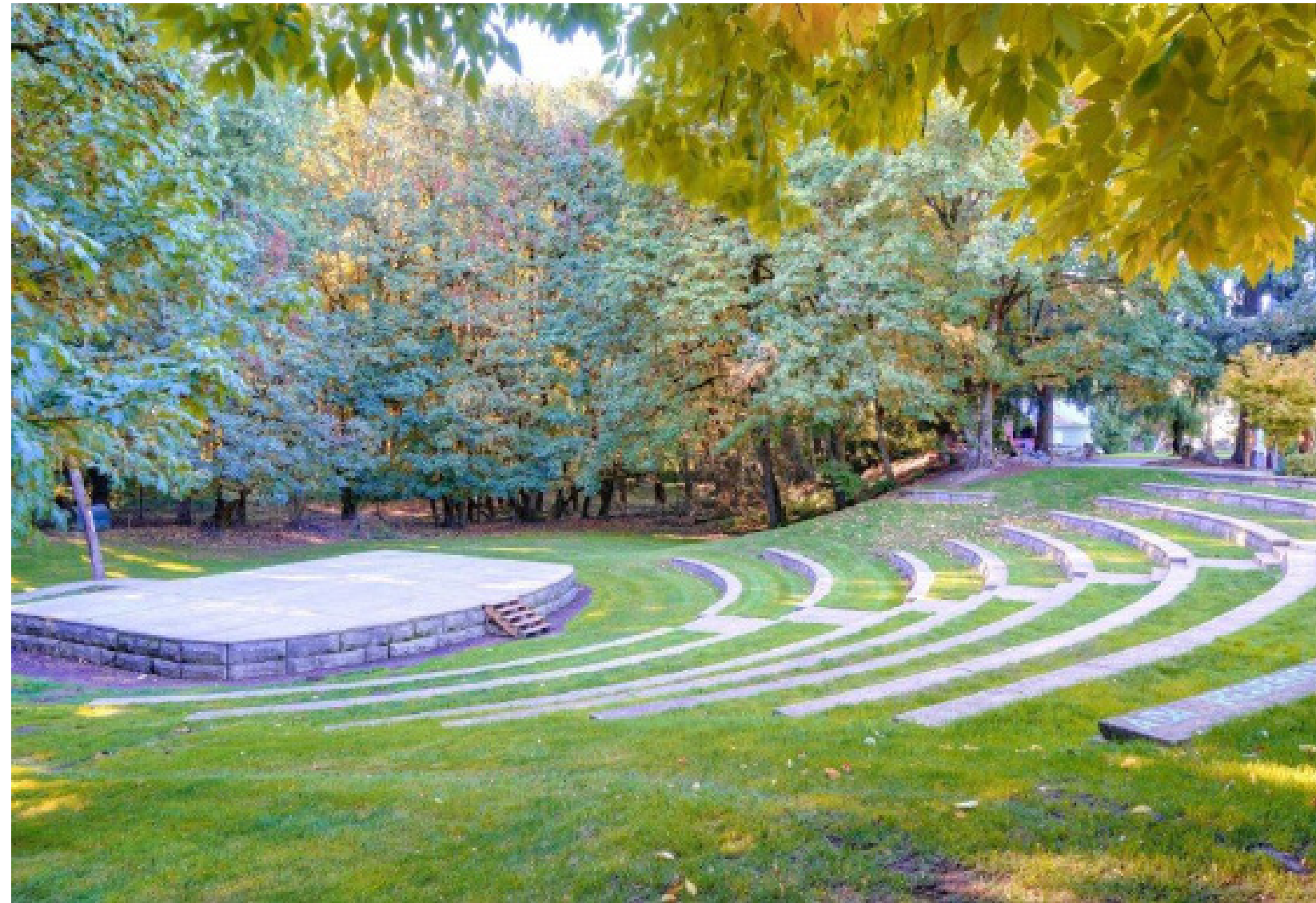
In October, the strategic planning team gathered with additional staff representation from all levels of the organization for an action planning workshop provide feedback on the mission, vision, values, and goals and consider all planned future projects, existing projects underway, and news ideas to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

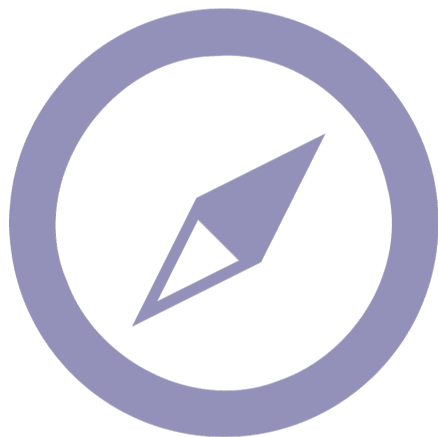
We provide excellent city services to support quality of life, safety, and community for all.



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.

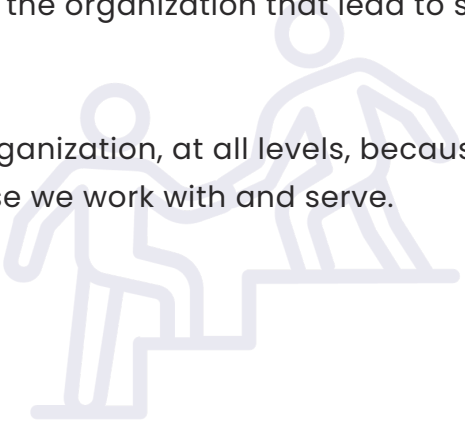
We work collaboratively to identify innovative solutions that have a sustainable and long-term benefit for the community.

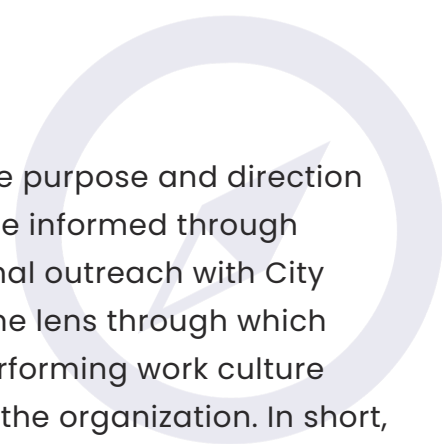
We believe the best decisions are made when we trust each other to be flexible in developing solutions, sharing knowledge, being creative and communicating openly and clearly.

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

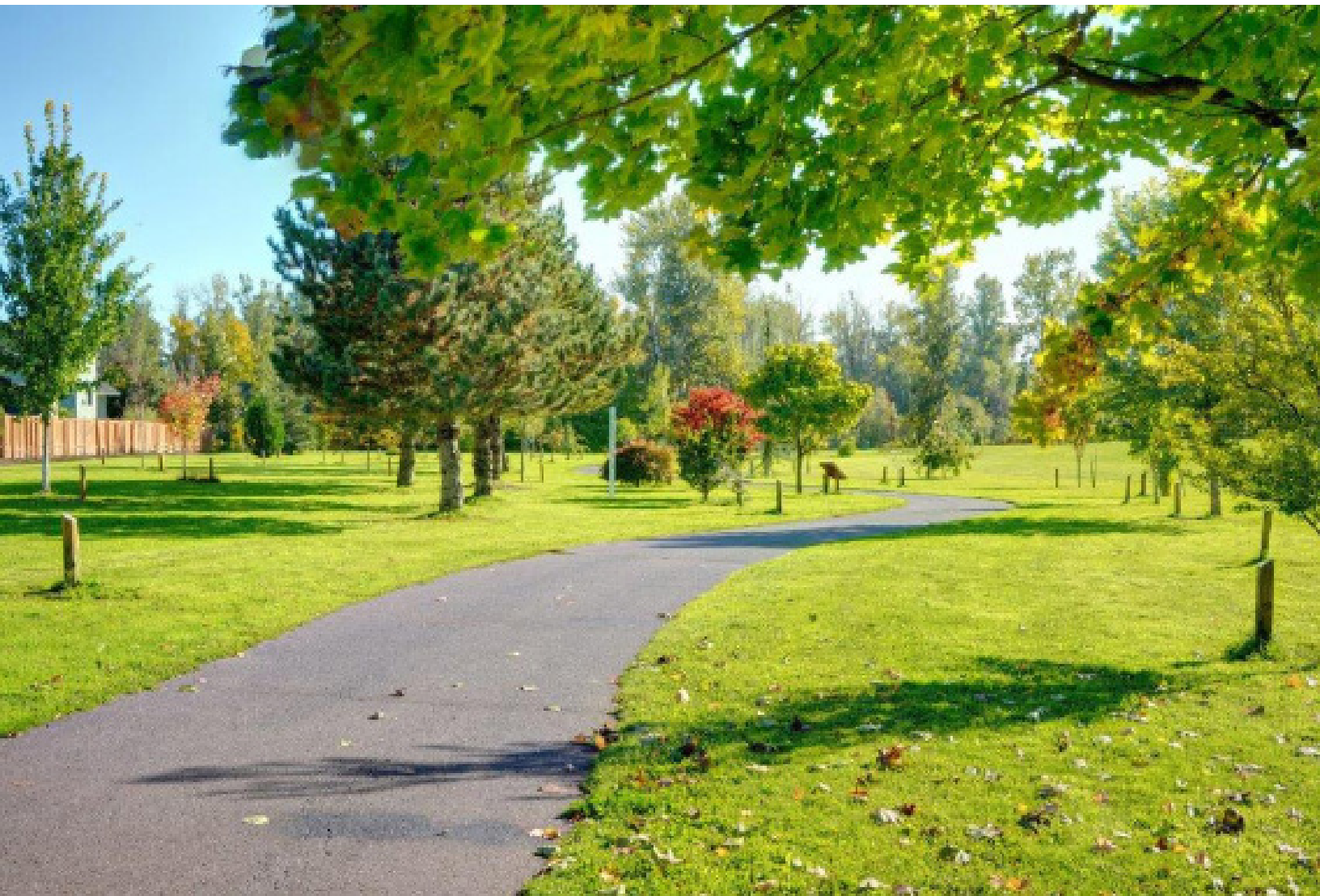
Goal Six: Strong + Sustainable Government

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



MINUTES
KEIZER PUBLIC ARTS COMMISSION
Tuesday, December 19, 2023
Keizer Civic Center ~ Council Chambers

1. Call to Order

CALL TO ORDER: Meeting was called to order by Chair Kim Steen at 6:01 p.m. Attendance was noted as follows:

Commissioners Present:

Kim Steen, Chair
Lore Christopher, Vice Chair
(via phone)
Laura Reid
Marilyn Wood
Kat Thoreson
Katie Klein, Student Committee
Liaison

Absent:

Derek Bish
One Open Position

Staff Present:

Dawn Wilson, City Recorder

Staff Absent:

Adam Brown, City Manager

2. Approval of Minutes

a. September 19, 2023 Minutes

Lore Christopher moved for approval of the September 2023 Minutes. Laura Reid seconded. Motion passed as follows: Steen, Christopher, Thoreson, Squires, Klein, Wood and Reid in favor with Bish absent and one open position.

b. November 21, 2023 Minutes

Lore Christopher moved for approval of the November 2023 Minutes. Laura Reid seconded. Motion passed as follows: Steen, Christopher, Thoreson, Squires, Klein, Wood and Reid in favor with Bish absent and one open position.

3. Gallery Display Schedule

a.

- ***December-February ~ Christina Patterson's Actual Mini-Quilt from her 2023 Holiday Card***

The Commission reviewed pieces submitted for display prior to the meeting.

Lore Christopher moved to accept Christina Patterson's actual mini-quilt from the 2023 Holiday Card Contest and the 2023 card contest submissions to be displayed in the glass case from December through end of February. Laura Reid seconded. Motion passed as follows: Steen, Christopher, Bish, Reid, Wood and Thoreson in favor with Bish

Contest to be displayed in Display Case

• February-March ~

• April-May ~ Joel Nickel (request sent on 11/02/23

to receive pictures of artwork by 03/05/24 - confirmed)

• June-July ~ Gary Hlastals (request sent on 11/02/23

to receive pictures of artwork by 05/08/24)

• August-September ~ Iris Festival/KeizerFe st Annual Display

• October-November ~ Native American Indian Display

absent and one open position.

Discussion ensued on other art to be displayed in February and March. The Commissioners asked Deputy City Recorder Dawn Wilson to see if Guild Quilts would be willing to leave their quilts displayed one or two more months, ask Artist Joel Nickel if he would be willing to have his art displayed one month earlier, and ask Deborah Sisco if she has art to display in February and March.

4. Review of Arts Commission Budget

a. No Expenses for Fiscal Year 2023-24. Balance is \$6,000.

The Commissioners discussed the current expenses and made note that upcoming expenses would include the utility box wraps and the annual maintenance (re-sealing) of the wood carvings, which would cost around \$500.

5. New Business

a. Public Arts Tour in Eugene ~ Councilor Laura Reid

Laura Reid summarized a tour of the Public Arts in Eugene as part of the League of Oregon Cities, and they have a huge arts department. She wanted to share the pictures and spoke on the beauty of the downtown, the murals, and purposeful graffiti. They also place art in the parking garages. All of the art is a wealth of beauty.

Lore Christopher said that the Commission needs to update the Keizer Public Art Commission (KPAC) Master Plan to include street art and controlled graffiti and establish a subcommittee to periodically update the Master Plan. Any art projects that the KPAC undertakes need to be listed in the Master Plan. She also mentioned that there's interest to have a Veteran's Memorial.

Kat Thoreson said that she is a Graphic Artist and volunteered to update the brochure called, Keizer Public Art Walk. The brochure should also include pictures of Rosalie's Silly Cows, and photos can be sent to Kat Thoreson.

Marilyn Wood has a name of a graffiti artist and is in contact with that person to help find additional graffiti artists.

Lore Christopher stated that the KPAC still needs to identify locations, take pictures and make suggestions as to where graffiti art could be located. Ideas should be brought to the next meeting and the locations need to be added to the Master Plan.

Laura Reid agrees that this is the perfect time to make the graffiti issue a priority with the increased graffiti. She suggested going to Council with a Master Plan Amendment.

The Commission would like the Public Works Director to attend the January meeting to talk about graffiti issues and locations.

6. Appearance of Interested Citizens

None.

7. Iron Glory Contract

a. Iron Glory Sculpture

Iron Glory Sculpture is on loan from Ric Smith, and he does not want compensation. The Arts Commission asked the Legal Department to share what's needed for the contract.

Lore Christopher mentioned that Mayor Clark wants a simple sign that reads "City of Keizer" on the wall behind the Dias in the Council Chambers, and Ric Smith would like to create the sign. The Commissioners agreed to show Rick Smith the location and obtain a quote.

8. Approval of 2024 Holiday Art Card Contest Submission Form

a. 2024 Submission Form

Councilor Laura Reid pointed out a broken line on first page about the Keizer Civic Center.

Lore Christopher moved to approve the 2024 submission form with the change made by Councilor Reid. Marilyn Wood seconded. Steen, Christopher, Thoreson, Squires, Klein, Wood and Reid in favor with Bish absent and one open position.

Laura Reid made a friendly amendment with necessary scrivener alterations. Lore Christopher seconded. Steen, Christopher, Thoreson, Squires, Klein, Wood and Reid in favor with Bish absent and one open position.

b. Decide when Gift Card should be given to Winner: March or December

Laura Reid moved to announce the winner and give the gift card in March and the official presentation in December with the announcement for next year's contest. Lore Christopher seconded. Steen, Christopher, Thoreson, Squires, Klein, Wood and Reid in favor with Bish absent and one open position.

Laura Reid moved for a friendly amendment to notify the winner and award the gift card in March and make the official award presentation at the first City Council meeting in December. Seconded by Lore Christopher. Steen, Christopher, Thoreson, Squires, Klein, Wood and Reid in favor with Bish absent and one open position.

The Commission requested that the upcoming Holiday Card Submission Form be considered for approval at the November meetings.

There was a suggestion to display the past card winners moving forward.

9. PGE Contact Regarding Utility Box painting

Item was postponed to the January meeting.

10. Student/Emerging Artist Display

a. Artist Kaethe Mentrum ~ 1) Orchid Artwork, named "Phalaenopsis Thriving in the Jungle" ~ 16" x 24" AND 2) Peonies Artwork, named "Peonies at their glory" ~ 11" x 22"

The Commission reviewed pieces submitted for display prior to the meeting.

Lore Christopher moved to accept Kaethe Mentrum's two pieces, named "Phalaenopsis Thriving in the Jungle" and "Peonies at their Glory" to be displayed for 60 to 90 days. Laura Reid seconded. Motion passed as follows: Steen, Christopher, Bish, Reid, Wood and Thoreson in favor with Bish absent and one open position.

The Commission would like to see optional biographies from this artist and from Student/Emerging artists moving forward.

11. Other Business • Reporting to

The next Council report will be March of 2024.

**Council December
4th: Lore
Christopher**

**12. Adjourn ~ Next Meeting: January
23, 2024** Meeting adjourned: 7:06 p.m.
Minutes Approved: _____

“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 PUBLIC ARTS COMMISSION
Tuesday, January 23, 2024
Keizer Civic Center ~ Council Chambers

1. Call to Order

Vice Chair Lore Christopher called to order at 6:05 p.m. Roll call was noted as follows:

Present:

Lore Christopher, Vice Chair
Marilyn Wood
Laura Reid
Deborah Sisco
Katie Klein, Student Committee
Liaison

Absent:

Kim Steen, Chair
Kat Thoreson
Derek Bish

Staff Present:

Adam Brown, City Manager
Melissa Bisset, City Recorder

Motion was made by Vice Chair Christopher to move items 2, 3, and 4 to the March 19, 2024 Public Arts Commission meeting. Motion was seconded by Commissioner Wood. Motion passed unanimously. Christopher, Reid, Wood, and Sisco in favor with Steen, Bish and Thoreson absent.

2. Election of Chair and Vice Chair

The item was tabled until the March 19th Public Arts Commission meeting.

3. STRATEGIC PLAN ~ Feedback from Members ~ Council Liaison will Lead the Discussion

The item was tabled until the March 19th Public Arts Commission meeting.

a. Draft Strategic Plan Review

4. Approval of Minutes

a. December 2023

The item was tabled until the March 19, 2024 Public Arts Commission meeting.

5. Gallery Display Schedule

- a. **December-February ~ Christina Patterson's Actual Mini-Quilt from her 2023 Holiday Card Contest is in Display Case**
- The Commission reviewed pieces submitted for display prior to the meeting.
- Vice Chair Christopher moved to accept up to 40 pieces of similarly themed artwork as submitted by Deborah Sisco to be displayed in the Gallery in February and March. Commissioner Reid seconded. Motion passed as follows: Christopher, Reid, and Wood in favor with Steen, Bish, and Thoreson absent and Sisco recused herself from voting.
- February-March ~ Deborah Sisco's Artwork (four pieces) --> MOTION NEEDED**
- Vice Chair Christopher reviewed the upcoming art displays and proposed to the Commission that she reach out to some local representatives to display photographs as a backup for the October and November display if they don't put together a Native American Indian show. Specifically, she would like to contact Representative Kevin Mannix, who is Keizer's representative and a photographer. Adam Brown is an artist and has multiple images. Councilor Reid suggested that the backup plan be for locally elected officials.
- April-May ~ Joel Nickel (request sent on 11/02/23 to receive pictures of artwork by 03/05/24 - confirmed)**
- June-July ~ Gary Hlastals (request sent on 11/02/23 to receive pictures of artwork by 05/08/24)**
- August-September ~ Iris Festival/KeizerFest Annual Display**
- October-November ~ Native American Indian Display**

6. Grant Efforts

7. Review of Arts Commission Budget

a. January 2024

8. New Business

Vice Chair Christopher thanked Planning Director Witham for his work on finding a good location for the plaques for Rosalie's Silly Cows and the Historical Pugh/Savage/Herber Home. It was suggested that the imagery of the home be in grayscale. The Commissioners felt that it would look better in grayscale.

Vice Chair Christopher moved to accept the imagery of the Herber House sign in grayscale rather than the original. Motion was seconded by Commissioner Wood. Motion passed unanimously. Christopher, Reid, Wood, and Sisco in favor with Steen, Bish and Thoreson absent.

Vice Chair Christopher described the proposed location for Herber House and Rosalie's Silly Cows signs to be on the two different corners of the same pad. The Silly Cows will be on the South side and the Herber House Story sign will be on the North side.

Vice Chair Christopher moved to accept the location as determined by Shane Witham and the developer, which is on the West side of the South crosswalk surrounding the round-a-bout where the Silly Cows are displayed and this Commission's recommendation would go to Council for final approval. Motion was seconded by Commissioner Sisco. Motion passed unanimously. Christopher, Reid, Wood, and Sisco in favor with Steen, Bish and Thoreson absent.

Councilor Reid confirmed with City Manager Adam Brown that this Commission's recommendations would go to Council for final approval.

9. Other Business

a. Old Glory Contract for Ric Smith: The current agreement expires on February 1, 2024, with no options to extend. Currently, there is no honorarium for this sculpture. Should the City enter into a new agreement for this sculpture? If yes, for what term? In addition, should

The Commission discussed the Old Glory Contract.

Vice Chair Christopher moved to enter into a new agreement with Ric Smith for the Old Glory Contract for a 24-month term with the current conditions in place. Commissioner Wood seconded. Motion passed as follows: Christopher, Reid, Wood, and Sisco in favor with Steen, Bish and Thoreson absent.

there be an option
to extend? If yes,
for what
additional term?
MOTION NEEDED

- b. **Discussion on Updating the Art Master Plan to Incorporate Controlled Graffiti, etc. MOTION NEEDED for Revisions (Motion for Member [Name] to Work with Staff on Updating the Keizer Public Art Master Plan and for the Updated Master Plan to Return to the Keizer Public Art Commission at the [March or May] meeting)** The item was tabled until the March 19, 2024 Public Arts Commission meeting.

10. **Utility Box painting update** City Manager Adam Brown updated the Commission on the utility box wrap and noted that the artist should be finishing up the art work soon.

11. **Adjourn** Meeting adjourned: 6:27 p.m.

Minutes approved: 03/19/2024

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MINUTES KEIZER PUBLIC ARTS COMMISSION

Thursday, February 22, 2024
Keizer Civic Center / Virtual Zoom Meeting
Please click the link below to join the webinar:
<https://us02web.zoom.us/j/83405932060>
Or One tap mobile :
+13462487799,,83405932060#
Or Telephone: 1-253-215-8782
Webinar ID: 834 0593 2060

1. Call to Order

Chair Kim Steen called to order at 5:18 p.m. Roll call was noted as follows:

Present:

Kim Steen, Chair
Lore Christopher, Vice Chair
Derek Bish
Laura Reid

Absent:

Kat Thoreson
Marilyn Wood
Deborah Sisco
Katie Klein, Student Committee
Liaison

Staff Present:

Adam Brown, City Manager
Dawn Wilson, Deputy City Recorder

2. Gallery Display

a. February-March ~ Deborah Sisco's Artwork (additional pieces) --> MOTION NEEDED

Chair Steen confirmed that the members have already looked at the additional 25 pieces of art submitted by Deborah Sisco for display in the gallery.

Vice Chair Christopher moved the motion to change the initial motion from 40 for 25 additional of the same tone and content of Deborah Sisco's work. Commissioner Reid seconded. Motion passed as follows: Christopher, Reid, Steen, and Bish in favor with Sisco, Wood, and Thoreson absent.

3. Other Business

Vice Chair Christopher commented that City Manager Adam Brown would be printing the mockup for the sign, from Ric Smith from Smith & Steel, to be placed behind the dais in the Council Chambers. She also stated that payment wouldn't come out of the Public Arts Commission budget, as Mr. Brown would be paying for it. Mr. Brown agreed that he would pay for it.

Chair Steen said that she was forwarded an email from Mayor Clark about an urban art group for pinstriping around the skate park. They are a recovery support group for the Latino community. She would reach out to them. Councilor Reid thought it would be a good idea to invite them to a meeting to introduce themselves and see what they have to offer.

4. Adjourn

Meeting adjourned: 5:24 p.m.

Minutes approved: _____

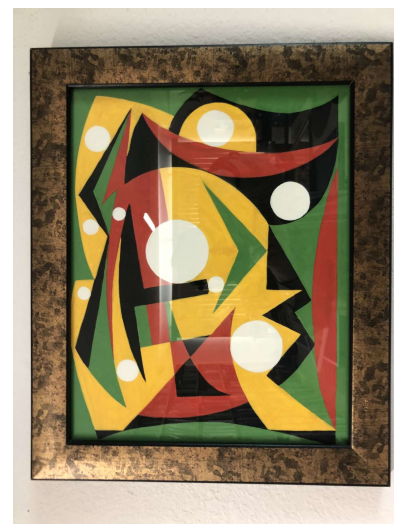
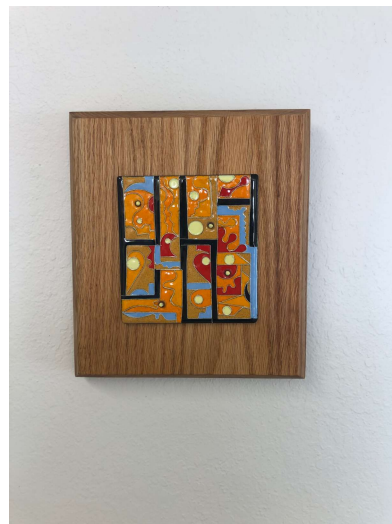
“Agenda Management Services are being supported, in whole or in part, by federal award number 21.019 awarded to City of Keizer by the U.S. Department of the Treasury.”

KEIZER COMMUNITY CENTER EXHIBIT: 2024

artwork by Joel Nickel

theme: "STILL AT IT"

Title	Media	Dimensions	Value
1. "Unity in Diversity"	gouache	37" x 30"	\$750
2. "Stained Glass Looking"	gouache	36" x 30"	\$750
3. "Hang in There"	gouache	36" x 30"	\$750
4. "The Point of It All"	gouache	36" x 30"	\$750
5. "Rise 'n Shine"	gouache	36" x 30"	\$750
6. "Topsy-Turvy"	gouache	36" x 30"	\$750
7. "Intersection"	gouache	27.5" x 42.5"	\$900
8. "Backbend"	gouache	22.5" x 24.5"	\$550
9. "Move Out of the Box"	gouache	27" x 21"	\$600
10. "Interruption"	gouache	27" x 21"	\$600
11. "Circle Dance"	gouache	18.5" X 15.5"	\$300
12. "For Sooth"	gouache	13.5" x 16.5"	\$250
13. "Red Scape"	gouache	20.5" x 16.5"	\$300
14. "Thrust"	gouache	20.5" x 16.5"	\$300
15. "Point Well Made"	gouache	20.5" x 16.5"	\$300
16. "Night Search"	gouache	17" x 17"	\$300
17. "A Thing in Itself"	gouache	30" x 13"	\$250
18. "Get Some Z's"	gouache	27" x 21"	\$300
19. "Don't Lose Your Balance"	gouache	17" x 14"	\$250
20. "Woke Watchmen"	gouache	10.5" x 8.5"	\$150
21. "Orange Crush"	gouache	22" x 22"	\$550
22. "Structural Relations"	gouache	14.5" x 26.5"	\$600
23. "High Dive"	gouache	20" x 17"	\$300
24. "5 on a Line"	acrylic on wood	16" x 40"	\$450
25. "CE4423	cloisonné enamel on wood	10" x 9"	\$275
26. "CE4523	cloisonné enamel on wood	7.75" x 6"	\$275
27. "CE4623	cloisonné enamel on wood	8.75" x 8.75"	\$275







City of Keizer
Keizer Public Arts Commission (KPAC)
Budget vs Expenditures
As of March 5, 2024

2023-24 Annual Budget	\$	6,000.00
Expenditures		
12/7/2023 - Pronto Signs: Digital Prints		125.00
12/7/2023 - Melendy: Reimburse 2023 Holiday Card		165.04
12/13/2023 - Michaels - Holiday Card Contest Gift Card		100.00
2/1/2024 - Pronto Signs: Cold Wet Eagle		60.00
3/4/2024 - Enrique Sepulveda: Box Wrap Art		200.00
Total expenditures		650.04
Budget in Excess of Expenditures	\$	5,349.96



The art display in the Verda/Chemawa roundabout is in honor and recognition of Rosalie Herber Moore, a Keizer pioneer who passed away in 2007 at age 89. She and her husband Joseph operated the Keizer View Dairy and lived in Keizer's oldest home located on Verda Lane between Chemawa Road and Dearborn Avenue. They delivered milk door-to-door and raised cows and chickens on the property that was nicknamed "Keizer's Cows." Over her lifetime Rosalie was a farmer, a schoolteacher and an active Keizer resident.



Established in 2014, the **Keizer Public Arts Commission (KPAC)** oversees the City of Keizer's public arts program, which encompasses outdoor sculpture displays, Keizer Community Gallery exhibits, public murals, and related activities. KPAC advises the city council on art management, policies, and selection, with final approval on art and mural choices. The commission uses criteria such as artistic quality, originality, and community support for evaluation. While KPAC may suggest budgets, the program is expected to be cost-neutral for the city.

The Keizer Community Gallery, located within the Keizer Community Center, offers a spacious and stunning rotating gallery space.

To show your work, contact:
Keizer City Hall
503.390.3700

Any artist or artist association can display their original work in this space at no charge. Display terms are for 60 days and must be scheduled in advance to allow for review and approval of work to be displayed.



Keizer Public Arts Commission
www.keizer.org



-  **Twilight Reverence** by Jim Demetro
-  **Summer Breeze** by Jim Demetro
-  **Cold, Wet Eagle** by Jim Johnson
-  **Valley Treasures Mural**
by Colleen Goodwin
-  **Thomas Dove Keizer**
by Gareth Curtiss
-  **Keizer Fire Station**
Fire Memorial
-  **A memorial to Robert A. Kellback**
Lillian Crossler, a friend of the Keizer
Art Association
-  **Blind Date** and **Praise** by Jim Johnson
-  **Entwined** and **Iron Glory** by Ric Smith
-  **Please** by Jim Johnson
-  **Insta-Art** by Isabella Biondi
-  **Trilat Relic** by Joseph Mross