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KEIZER COMMUNITY DIVERSITY ENGAGEMENT COMMITTEE
AGENDA

Thursday, February 5, 2026, 6:00 PM
Robert L. Simon Council Chambers
930 Chemawa Road NE
Keizer, Oregon

MISSION STATEMENT: 'Exists to foster justice, diversity, equity and inclusion and to strengthen our community through active listening in order to strengthen and encourage civic engagement, understanding and empowerment and to advise the City Council on issues that are critical to connecting our community.'

1. **CALL TO ORDER**
2. **APPROVAL OF MINUTES**
 - a. **January 2026**
3. **APPEARANCE OF INTERESTED PERSONS**
4. **GUEST SPEAKERS**
5. **2026 KEIZER COMMUNITY SURVEY**
 - a. **Anything missing on the Survey?**
6. **REVIEW STRATEGIC PLAN GOALS FOR THE CDEC**
 - a. **DRAFT 2026-2030 Strategic Plan**
7. **ALL NATIONS DAY**
 - a. **Event Plan & Member Assignments**
8. **COMMITTEE MEMBER REPORTS**
9. **NEIGHBORHOOD ASSOCIATION REPORTS-OUT FROM COMMITTEE MEMBERS**
10. **OTHER BUSINESS/STAFF LIAISON REPORT**

11. **MEMBER REPORTING TO COUNCIL ~ TUESDAY, FEBRUARY 17TH - 6PM**

12. **ADJOURN**

EQUITY AGREEMENTS: Stay Engaged | Listen to Understand | Speak Truth Responsibly | Expect and Accept Non-closure | Be Willing to do Things Differently and Experience Discomfort | Practice Confidentiality | Be Committed To Hold People In Positive Regard | Recognize Intent vs. Impact.

“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 COMMUNITY DIVERSITY ENGAGEMENT COMMITTEE
Wednesday, January 7, 2026
Robert L. Simon Council Chambers
930 Chemawa Road NE
Keizer, Oregon

Call to Order Chair Robin Barney called the meeting to order at 6:00 p.m. Attendance was noted as follows:

Present:	Absent:
Robin Barney, Chair	Larry Porter
Elaine Wilson	Open Position
Faustos Ramos, Vice Chair	Open Position - Youth Liaison
Guillermo Rodriguez (6:02)	
Tammy Kunz	Staff:
Council President Shaney Starr	Dawn Wilson, Deputy City Recorder
	Tim Wood, Assistant City Manager

Election of Chair & Vice Chair Chair Barney opened the floor for chair and vice chair nominations.

Tammy Kunz nominated herself as **Chair**. Seconded by Elaine Wilson. Passed unanimously as follows: Barney, Wilson, Ramos, and Kunz in favor with Rodriguez and Porter absent and two open positions.

Fausto Ramos nominated himself as **Vice Chair**. Robin Barney seconded. Motion passed unanimously as follows: Barney, Wilson, Ramos, and Kunz in favor with Rodriguez and Porter absent and two open positions.

Approval of Minutes

a. December 4, 2025 Robin Barney moved for approval of the December 2026 Minutes. Elaine Wilson seconded. Motion passed as follows: Barney, Wilson, Ramos, Kunz, and Rodriguez in favor with Porter absent and two open positions.

Appearance of Interested Persons

Jacqueline Green, Greater Northeast Keizer Neighborhood Association (GNEKNA), summarized the work that the GNEKNA would be doing in the upcoming year, such as the upcoming joint meeting with all neighborhood associations, setting goals for the 2026 term, and reducing crime through the Neighborhood Watch Crime Prevention Program.

Guest Speakers

There were no guest speakers.

All Nations Day

Robin Barney shared a handout on an "All Nations Day," which contained all the elements for the event. The venue would be the Keizer Event Center and would probably occur in September on the third and fourth Saturday. The bolded items on the handout were assignments that the members needed to select.

Ms. Barney summarized the handout noting that the food truck would be serving cultural food and that the musicians and speakers could talk about various cultures for educational purposes.

Ms. Barney estimated that they would need about 36 to 40 volunteers for setup, trash, recycling, distribution, vendor setup, to see that food trucks were set up correctly, entertainment hosts to monitor entertainment, decorations setup, be good stewards to talk and try to engage folks, and cleanup.

The hours would be around 11:00 a.m. to 5:00 p.m.

Ms. Barney would like to evaluate the event to fine-tune anything for next year.

Elaine Wilson suggested checking out the Summer Concert Series to see if there was a date conflict. Mr. Wood checked with Valor Mentoring, and they were currently not planning on having a concert in September.

Ms. Wilson suggested having a map of the area showing the setup. She noted that it was the first week of school and the time might be adjusted to accommodate additional participants.

Ms. Wilson asked about the approximate expense. Ms. Barney would be reporting to the City Council on the costs. Mr. Wood shared some of the expenses for the last couple of Blast Camps, which totaled around \$2,500 each year. Ms. Barney would like to keep this event under \$1,000 with sponsorships.

Ms. Wilson asked about insurance, and Mr. Wood said that it would be covered under the City's insurance policy since it was a City-sponsored event. Mr. Wood commented that City Waivers were needed for the volunteers. Ms. Barney would ask for a Certificate of Coverage from the entertainment.

Discussion ensued on the various decorations and which ones would be easy to clean up.

Guillermo Rodriguez shared about an artist and a backdrop and suggested having a photo operator.

Ms. Wilson asked about an in-kind donation form from the City. Mr. Wood shared that the City could provide the vendor a letter with whatever they donated.

It was noted that the marketing would include social media postings, sharing the postings, and electronic reader boards throughout the city.

Council President Starr suggested sending the event flyer to the Chamber of Commerce to go out in their weekly newsletter and that the City's Facebook posting could be shared by the Chamber since the City was a member.

Mr. Wood shared that the concept plan for this event would need to be approved by Council in February before securing any vendors or entertainment.

The members selected the items on the list to prepare for the event.

The members would like to see the postcards go before the City Council at the next meeting. If the Council approves them, then the printing could begin.

Member Selection of the 2026 Observances & Presentation Assignments

a. Make CDEC Assignment Selections, Pending Council's Approval of 2026 Observances

Council President Starr clarified that there was a five-minute total for the proclamation and the speakers.

The members made their selections for the 2026 observances. It was noted that the City Council may have changes to the 2026 list, so some selections may need to be changed.

Member Assigned to Arrange for City Committee to Present at CDEC Meetings

The members reviewed the member assignments for other City Committees to present at a Community Diversity Engagement Committee (CDEC) meeting.

a. 2026 List

Chair Kunz asked the members if they had any changes to the list. Chair Kunz would be a backup to Elaine Wilson for the July meeting. The members would reach out to some of the other committee members.

Joint City Council - CDEC Meeting - March 30, 2026 (Monday)

It was noted that the CDEC's joint meeting with the City Council would be on March 30th at 6:00 p.m.

Mr. Wood shared that in the past, the CDEC reviewed their resolution and its appendix that outlined the responsibilities for this committee, they shared

what they were working on, and they asked for guidance from the City Council as to what they wanted the CDEC to work on next.

Committee Member Reports

Ms. Barney reached out with Leslie Risewick and Jane Herb with the Volunteer Coordinating Committee to see which date would work for the volunteer video production. Ms. Barney emailed Public Works Director Bill Lawyer to make sure that the CDEC would be partnered with Public Works for City events, regarding cleanup or anything else he felt was needed, for when the CDEC would be handing out the postcards and surveys.

Neighborhood Association Reports- Out from Committee Members

A Neighborhood Association report was provided under Appearance of Interested Persons.

Other Business/Staff Liaison Report

Assistant City Manager Tim Wood shared that the Citizen Survey was at the dais and that the City used a professional company.

Mr. Wood shared that the hope was to receive 2,000 randomly-selected residents to complete the survey, which would have a unique identifier.

In addition to the formal survey, there would be a link for everyone else to complete the survey. The results from the first 2,000-persons group would be presented separately from the rest of the survey, so there could be a statistically-sound survey from the 2,000 group.

The Citizen Survey was going before the City Council for discussion. **Mr. Wood noted the task for the CDEC was to review the questions to see if there was anything missing.** He noted that questions 1 through 12 couldn't be used because they were set up for all the Cities. However, some of those questions could be pulled.

Mr. Wood noted the following:

- Questions 1 - 12 are standard questions, so they couldn't be changed.
- Questions 13 - 16 are questions the City had added, so far.

Ms. Barney would publish a notice in the paper once the survey was finalized and a QR Code was included.

Regarding the off-site meeting, Chair Kunz suggested finding a backup venue since we haven't heard from the Keizer Southeast Community Center. Ms. Barney suggested using the Vue. Council President Starr suggested the Fire District's Community Room. Mr. Wood would reach out to both venues about availability. It was noted that the Keizer Senior Center was on the list that Ms Barney previously shared.

Member Reporting to Council on January 20th (Tuesday) - 6pm Elaine Wilson would report to Council on January 20th.

Adjourn Meeting adjourned at: 6:59 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.”

The City of Keizer 2026 Community Survey

Please complete this survey if you are an adult (age 18 or older). Your responses are confidential and no identifying information will be shared.

1. Please rate each of the following aspects of quality of life in Keizer.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Keizer as a place to live	1	2	3	4	5
Keizer as a place to raise children	1	2	3	4	5
Keizer as a place to work.....	1	2	3	4	5
Keizer as a place to visit.....	1	2	3	4	5
Keizer as a place to retire.....	1	2	3	4	5
The overall quality of life in Keizer.....	1	2	3	4	5

2. Please rate each of the following characteristics as they relate to Keizer as a whole.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Overall economic health of Keizer	1	2	3	4	5
Overall quality of the transportation system (auto, bicycle, foot, bus) in Keizer.....	1	2	3	4	5
Overall design or layout of Keizer's residential and commercial areas (e.g., homes, buildings, streets, parks, etc.)	1	2	3	4	5
Overall quality of the utility infrastructure in Keizer (water, sewer, storm water, electric/gas, broadband)	1	2	3	4	5
Overall feeling of safety in Keizer.....	1	2	3	4	5
Overall quality of natural environment in Keizer.....	1	2	3	4	5
Overall quality of parks and recreation opportunities.....	1	2	3	4	5
Overall health and wellness opportunities in Keizer.....	1	2	3	4	5
Overall opportunities for education, culture, and the arts.....	1	2	3	4	5
Residents' connection and engagement with their community.....	1	2	3	4	5

3. Please indicate how likely or unlikely you are to do each of the following.

	<u>Very likely</u>	<u>Somewhat likely</u>	<u>Somewhat unlikely</u>	<u>Very unlikely</u>	<u>Don't know</u>
Recommend living in Keizer to someone who asks.....	1	2	3	4	5

4. Please rate how safe or unsafe you feel:

	<u>Very safe</u>	<u>Somewhat safe</u>	<u>Neither safe nor unsafe</u>	<u>Somewhat unsafe</u>	<u>Very unsafe</u>	<u>Don't know</u>
In your neighborhood during the day	1	2	3	4	5	6
In Keizer's downtown/commercial area during the day.....	1	2	3	4	5	6
From property crime.....	1	2	3	4	5	6
From violent crime.....	1	2	3	4	5	6
From fire, flood, or other natural disaster	1	2	3	4	5	6

5. Please rate the job you feel the Keizer community does at each of the following.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Making all residents feel welcome	1	2	3	4	5
Attracting people from diverse backgrounds.....	1	2	3	4	5
Valuing/respecting residents from diverse backgrounds	1	2	3	4	5
Taking care of vulnerable residents (elderly, disabled, homeless, etc.).....	1	2	3	4	5

6. Please rate each of the following in the Keizer community.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Employment opportunities	1	2	3	4	5
Shopping opportunities	1	2	3	4	5
Cost of living in Keizer.....	1	2	3	4	5
Overall image or reputation of Keizer	1	2	3	4	5

7. Please also rate each of the following in the Keizer community.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Traffic flow on major streets	1	2	3	4	5
Ease of travel by car in Keizer	1	2	3	4	5
Ease of travel by public transportation in Keizer	1	2	3	4	5
Ease of travel by bicycle in Keizer	1	2	3	4	5
Ease of walking in Keizer	1	2	3	4	5
Preservation of the historical or cultural character of the community	1	2	3	4	5
Public places where people want to spend time	1	2	3	4	5
Variety of housing options.....	1	2	3	4	5
Availability of affordable quality housing.....	1	2	3	4	5
Overall quality of new development in Keizer.....	1	2	3	4	5
Overall appearance of Keizer	1	2	3	4	5
Cleanliness of Keizer	1	2	3	4	5
Water resources (lakes, ponds, riverways, etc.)	1	2	3	4	5
Availability of paths and walking trails.....	1	2	3	4	5
Recreational opportunities	1	2	3	4	5
Opportunities to attend cultural/arts/music activities	1	2	3	4	5
Community support for the arts	1	2	3	4	5
Adult educational opportunities	1	2	3	4	5
Sense of civic/community pride	1	2	3	4	5
Opportunities to participate in social events and activities.....	1	2	3	4	5
Opportunities to attend special events and festivals	1	2	3	4	5
Opportunities to volunteer.....	1	2	3	4	5
Opportunities to participate in community matters.....	1	2	3	4	5

8. Please indicate whether or not you have done each of the following in the last 12 months.

	<u>No</u>	<u>Yes</u>
Contacted the City of Keizer (in-person, phone, email, or web) for help or information	1	2
Contacted Keizer elected officials (in-person, phone, email, or web) to express your opinion.....	1	2
Attended a local public meeting (of local elected officials like City Council or County Commissioners, advisory boards, town halls, HOA, neighborhood watch, etc.)	1	2
Watched (online or on television) a local public meeting	1	2
Volunteered your time to some group/activity in Keizer	1	2
Campaigned or advocated for a local issue, cause, or candidate	1	2
Voted in your most recent local election.....	1	2
Used bus, rail, subway, or other public transportation instead of driving.....	1	2
Carpooled with other adults or children instead of driving alone.....	1	2
Walked or biked instead of driving.....	1	2

The City of Keizer 2026 Community Survey

9. Please rate the quality of each of the following services in Keizer.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Public information services	1	2	3	4	5
Economic development.....	1	2	3	4	5
Traffic enforcement.....	1	2	3	4	5
Traffic signal timing.....	1	2	3	4	5
Street repair.....	1	2	3	4	5
Street cleaning.....	1	2	3	4	5
Street lighting.....	1	2	3	4	5
Sidewalk maintenance.....	1	2	3	4	5
Bus or transit services.....	1	2	3	4	5
Code enforcement (weeds, abandoned buildings, etc.)	1	2	3	4	5
Affordable high-speed internet access.....	1	2	3	4	5
Garbage collection.....	1	2	3	4	5
Drinking water.....	1	2	3	4	5
Sewer services.....	1	2	3	4	5
Storm water management (storm drainage, levees, etc.)	1	2	3	4	5
Power (electric and/or gas) utility.....	1	2	3	4	5
Utility billing.....	1	2	3	4	5
Police services.....	1	2	3	4	5
Crime prevention.....	1	2	3	4	5
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	1	2	3	4	5
Preservation of natural areas (open space, farmlands, and greenbelts).....	1	2	3	4	5
Keizer open space.....	1	2	3	4	5
Recycling.....	1	2	3	4	5
Yard waste pick-up.....	1	2	3	4	5
City parks.....	1	2	3	4	5
Recreation centers or facilities.....	1	2	3	4	5
Public library services.....	1	2	3	4	5
Overall customer service by Keizer employees (police, receptionists, planners, etc.)	1	2	3	4	5

10. Please rate the following categories of Keizer government performance.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
The value of services for the taxes paid to Keizer	1	2	3	4	5
The overall direction that Keizer is taking.....	1	2	3	4	5
The job Keizer government does at welcoming resident involvement.....	1	2	3	4	5
Overall confidence in Keizer government.....	1	2	3	4	5
Generally acting in the best interest of the community.....	1	2	3	4	5
Being honest.....	1	2	3	4	5
Being open and transparent to the public.....	1	2	3	4	5
Informing residents about issues facing the community.....	1	2	3	4	5
Treating all residents fairly.....	1	2	3	4	5
Treating residents with respect.....	1	2	3	4	5

11. Please rate how important, if at all, you think it is for the Keizer community to focus on each of the following in the coming two years.

	<u>Essential</u>	<u>Very important</u>	<u>Somewhat important</u>	<u>Not at all important</u>
Overall economic health of Keizer	1	2	3	4
Overall quality of the transportation system (auto, bicycle, foot, bus) in Keizer.....	1	2	3	4
Overall design or layout of Keizer’s residential and commercial areas (e.g., homes, buildings, streets, parks, etc.)	1	2	3	4
Overall quality of the utility infrastructure in Keizer (water, sewer, storm water, electric/gas, broadband)	1	2	3	4
Overall feeling of safety in Keizer.....	1	2	3	4
Overall quality of natural environment in Keizer.....	1	2	3	4
Overall quality of parks and recreation opportunities.....	1	2	3	4
Overall health and wellness opportunities in Keizer.....	1	2	3	4
Overall opportunities for education, culture, and the arts.....	1	2	3	4
Residents’ connection and engagement with their community.....	1	2	3	4

12. The City is finalizing its strategic priorities for the coming years. How important is it to you that the City focus on each of the following?

	<u>Essential</u>	<u>Very important</u>	<u>Somewhat important</u>	<u>Not at all important</u>
Public Safety (e.g., police, fire, emergency response).....	1	2	3	4
Transportation & Infrastructure (e.g., streets, traffic, utilities).....	1	2	3	4
Economic & Community Development (e.g., local businesses, jobs, downtown vitality)	1	2	3	4
Operational Efficiency & Quality of Service (e.g., cost-effective services, responsiveness)	1	2	3	4
Engaged Community (e.g., public input, civic participation).....	1	2	3	4
Community Growth (e.g., housing, population, long-term planning).....	1	2	3	4

13. The City currently adds fluoride to the municipal water system and is considering discontinuing this practice. Overall, do you support or oppose continuing fluoride treatment of the City’s drinking water?

- Strongly support Somewhat support Somewhat oppose Strongly oppose

14. Would you support paying additional taxes or fees to maintain current police staffing levels?

- Yes → go to D15a No Not sure

14a. If you would support paying more to maintain current police staffing levels, which option would you prefer?

- An added fee on my City services bill (e.g., water and sewer)
 An increase in property taxes
 No preference

15. Please indicate how much of a source, if at all, you consider each of the following to be for obtaining information about City of Keizer government and its activities, events, and services.

	<u>Major source</u>	<u>Minor source</u>	<u>Not a source</u>
City website.....	1	2	3
K23 television channel.....	1	2	3
Live council/board broadcasts.....	1	2	3
Talking with city officials.....	1	2	3
Word-of-mouth.....	1	2	3
Social media (Facebook, YouTube, Instagram)	1	2	3
Newsprint	1	2	3

The City of Keizer 2026 Community Survey

Our last questions are about you and your household.
 Again, all of your responses to this survey are confidential and no identifying information will be shared.

D1. In general, how many times do you:	Several <u>times a day</u>	Once <u>a day</u>	A few times <u>a week</u>	Every <u>few weeks</u>	Less often <u>or never</u>	Don't <u>know</u>
Access the internet from your home using a computer, laptop, or tablet computer	1	2	3	4	5	6
Access the internet from your cell phone	1	2	3	4	5	6
Visit social media sites such as Facebook, Instagram, X (formerly Twitter), Nextdoor, etc.	1	2	3	4	5	6
Use or check email.....	1	2	3	4	5	6
Share your opinions online	1	2	3	4	5	6
Shop online.....	1	2	3	4	5	6

D2. Please rate your overall health.

- Excellent
 Very good
 Good
 Fair
 Poor

D3. What impact, if any, do you think the economy will have on your family income in the next 6 months?

Do you think the impact will be:

- Very positive
 Somewhat positive
 Neutral
 Somewhat negative
 Very negative

D4. How many years have you lived in Keizer?

- Less than 2 years
 2-5 years
 6-10 years
 11-20 years
 More than 20 years

D5. Which best describes the building you live in?

- Single-family detached home
 Townhouse or duplex (may share walls but no units above or below you)
 Condominium or apartment (have units above or below you)
 Mobile home
 Other

D6. Do you rent or own your home?

- Rent
 Own

D7. About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance, and homeowners' association (HOA) fees)?

- Less than \$300 \$2,500 to \$3,999
 \$300 to \$599 \$4,000 to \$6,999
 \$600 to \$999 \$7,000 to \$9,999
 \$1,000 to \$1,499 \$10,000 or more
 \$1,500 to \$2,499

D8. Do any children 17 or under live in your household?

- No Yes

D9. Are you or any other members of your household aged 65 or older?

- No Yes

D10. How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)

- Less than \$25,000 \$100,000 to \$149,999
 \$25,000 to \$49,999 \$150,000 to \$199,999
 \$50,000 to \$74,999 \$200,000 to \$299,999
 \$75,000 to \$99,999 \$300,000 or more

D11. Are you of Hispanic, Latino/a/x, or Spanish origin?

- No Yes

D12. What is your race? (Mark one or more races to indicate what race you consider yourself to be.)

- American Indian or Alaskan Native
 Asian
 Black or African American
 Native Hawaiian or Other Pacific Islander
 White
 A race not listed

D13. In which category is your age?

- 18-24 years 55-64 years
 25-34 years 65-74 years
 35-44 years 75 years or older
 45-54 years

D14. What is your gender?

- Woman
 Man
 Identify in another way → go to D14a

D14a. If you identify in another way, how would you describe your gender?

- Agender/I don't identify with any gender
 Genderqueer/gender fluid
 Non-binary
 Transgender man
 Transgender woman
 Two-spirit
 Identify in another way

Thank you! Please return the completed survey in the postage-paid envelope to:
National Research Center, Inc., PO Box 14050, Houston, TX 77221-9904



City of
KEIZER

Strategic Plan 2026-2030

City of Keizer
930 Chemawa Road NE
Keizer, OR 97303
www.keizeror.gov

503-390-3700

Table of Contents:

Table of Contents

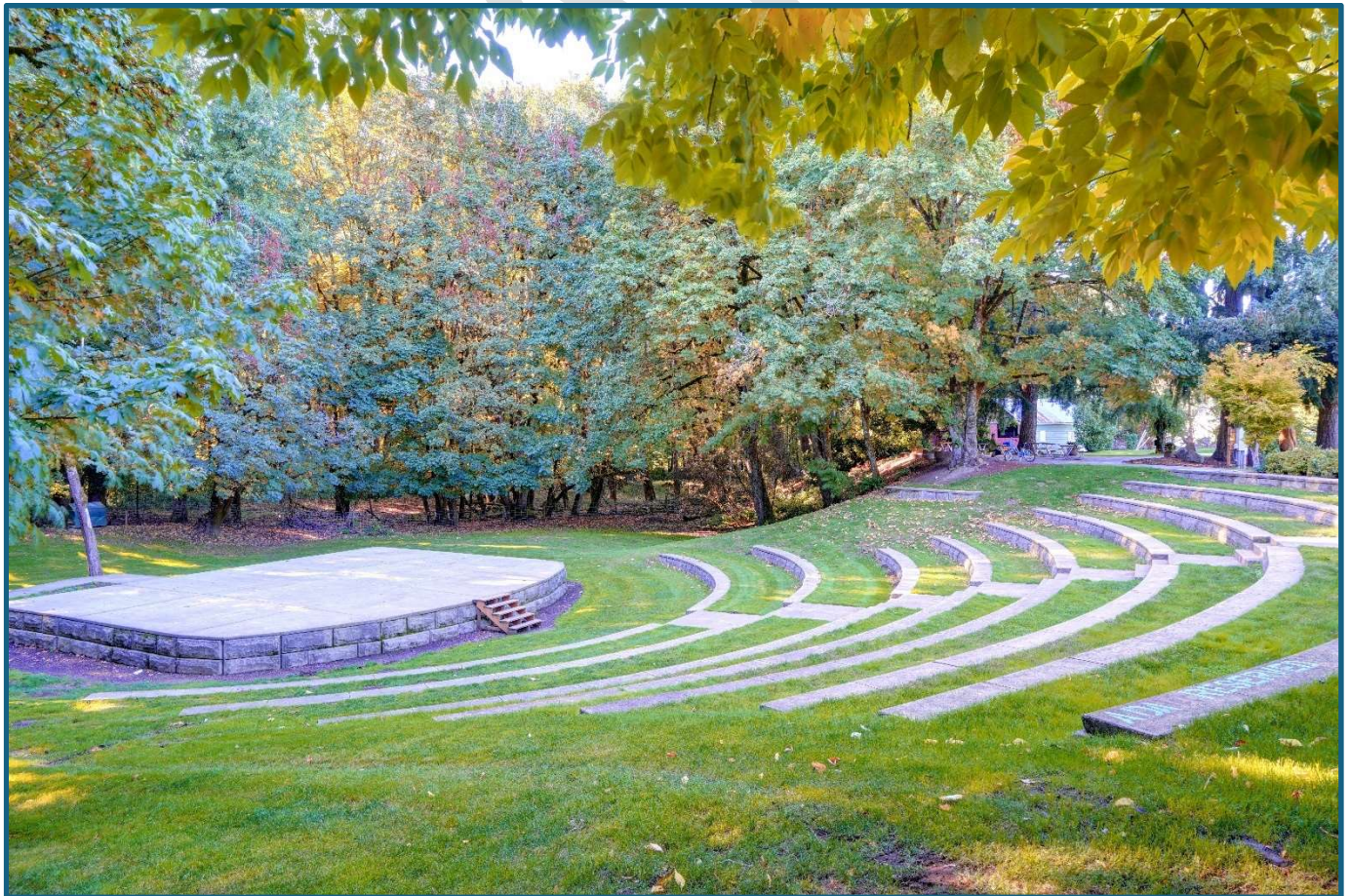
MESSAGE FROM THE STRATEGIC PLANNING TEAM	3
INTRODUCTION.....	4
STRATEGIC PLAN GOALS.....	6
Goal 1 – Public Safety.....	7
Goal 2 – Transportation & Infrastructure.....	9
Goal 3 – Economic and Community Development.....	10
Goal 4 - Operational Excellence and Community Centered Quality Service	12
Goal 5 – Fostering an Engaged Community.....	13
Goal 6 – Community Growth	14
APPENDIX 1 - ACKNOWLEDGEMENTS.....	15



MESSAGE FROM THE STRATEGIC PLANNING TEAM

Keizer has upheld a strong tradition of pride, spirit, and volunteerism since its incorporation in 1982, fostering a close-knit community. With nearly 6% population growth over the last decade, Keizer has experienced increasing diversity and new businesses, providing opportunities to plan the future while preserving its small-town charm. As the town grows, residents and the City Government work collaboratively to address challenges and sustain the values that make Keizer a unique place to live, work, and play.

To manage our community's future, Keizer's City Government initiated a five-year strategic plan aimed at aligning community priorities with organizational goals. By engaging hundreds of community members, volunteers, and City staff, the plan reflects shared aspirations for housing, economic growth, and enhanced amenities. This strategic plan will guide the City's decision-making and ensure progress on vital community issues, supported by partnerships and annual updates to stay responsive to residents' needs. Thanks to Keizer's engaged and supportive community, the town is well-equipped for a promising future.



INTRODUCTION

The City of Keizer’s Five-Year Strategic Plan is a guiding document designed to shape the city's future while addressing present-day challenges and opportunities. Rooted in community values and stakeholder input, the plan outlines a clear mission, vision, and strategic priorities that align with the desires of residents, officials, and community leaders.

Developed through extensive collaboration, the plan incorporates:

- Community feedback from surveys and public forums.
- Insights from the 2024 City of Keizer’s Draft Strategic Plan.

This document aims to serve as a roadmap, inspiring action, accountability, and measurable progress to ensure Keizer remains a thriving and vibrant community.

Key Findings

- Housing availability challenges affecting a growing population.
- High community concern regarding traffic congestion, lack of North-South access.
- High community satisfaction with public safety and recreational spaces.
- Opportunities to enhance arts and culture programs to strengthen community engagement.

MISSION, VISION AND VALUES

Mission Statement

"The City of Keizer is committed to fostering a safe, unified, and economically vibrant community while maintaining fiscal responsibility. By delivering city services in a coordinated, efficient, and cost-effective manner, we strive to provide exceptional value to residents, ensuring sustainability and responsiveness to community needs to enhance the quality of life for all."

This mission statement modernizes and integrates principles of fiscal responsibility, safety, unity and the local economy, addressing feedback that these aspects were missing from prior drafts. And including the main focus of fiscal responsibility that the original City of Keizer mission statement focused on.

Original Mission Statement: *"Keep city government costs and services to a minimum by providing city services to the community in a coordinated, efficient and least cost fashion."*

Vision Statement

Keizer is a model community, with a small town feel that is healthy, safe, and economically vibrant for generations to come.

Values

The City of Keizer is committed to the following principles:

1. **Pride:** A deep sense of commitment, ownership, and collective responsibility for the well-being and prosperity of the community.
2. **Spirit:** The embodiment of the city's collective energy, resilience, and passion for fostering a thriving and connected community. Keizer's spirit is the driving force behind the city's ability to adapt, innovate, and grow while maintaining its small-town charm.
3. **Volunteerism:** Active commitment of residents to strengthen their community through service, collaboration, and engagement. It embodies the willingness to contribute time, skills, and resources to enhance public services and create a more connected and thriving city.
4. **Accountability:** Unwavering commitment to transparency, responsible governance, and ethical stewardship of public resources. Decisions are made with fiscal responsibility, operational efficiency, and responsiveness to community needs, reinforcing trust between residents, businesses, and leadership.

STRATEGIC PLAN GOALS

1. Public Safety

Provide a safe and secure community by protecting the people, property, and economy of the City of Keizer.

2. Transportation & Infrastructure

Provide the infrastructure for a safe, efficient, and reliable multi-modal transportation system and maintain vital infrastructure in the best condition available resources allow.

3. Economic and Community Development

Demonstrate a supportive attitude toward employers, business, and property owners that promotes economic development and high standards of livability in the City of Keizer.

4. Operational Excellence and Community Centered Service

Provide efficient, effective, and responsive government.

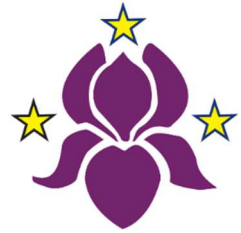
5. Fostering an Engaged Community

Strengthen community relationships through improved communication to foster a welcoming and accessible community for all.

6. Community Growth

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





KEIZER
PUBLIC SAFETY
STRATEGIC PLAN
2026-2030

Goal 1 – Public Safety

Provide a safe and secure community by protecting the people, property, and economy of the City of Keizer.

Strategic Issue Statement

Crime and its impact on the livability and economic viability of business is of significant concern to our citizens. Public safety continues to be the top priority of the Keizer City Council, with nearly three-quarters of the city's general fund designated to keep the Keizer Police Department fully staffed, officers on the road, technology and services, supervision, and utilize sanctions available for offender accountability and reduction of future criminal activity.

Keizer City Council Priorities

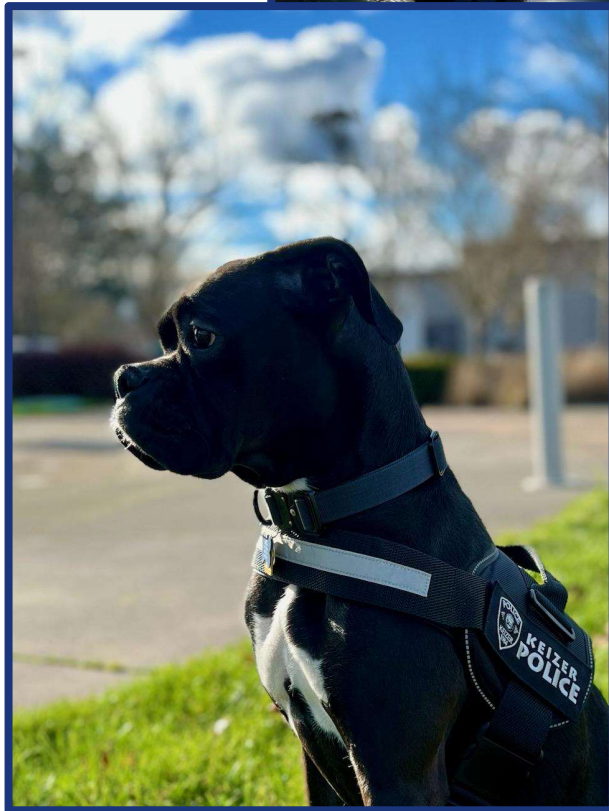
- Fully staffed Police Department
- Reduced graffiti and crime in parks and neighborhoods
- Preparation for continuity of operations and hazard mitigation in emergencies
- Reduce unlawful camping and unauthorized use of public and private property
- Complete Emergency Operations Plan revision

TASKS
Develop a long-term staffing and funding plan for the Police Department, seeking community input and approval.
Complete camera installation on streets and in parks per the City’s camera priority installation plan.
Finish revision of citywide Emergency Operations Plan and Continuity of Operations Plan.
Conduct four city tabletop emergency management exercises partnering with Marion County.
Develop License Plate Reader (LPR) camera public safety data sharing with Marion County and City of Salem.
Coordinate work with organizations within Marion County to reduce individuals camping on City streets and mitigate the community impacts as shown by the biennial point in time (PIT) count in January.
Add Incident Command System (ICS) depth by training backup positions for each command staff position in the emergency operations center (EOC).
Implement voluntary Keizer Emergency Preparedness Registration so first responders have contact information for quick response.
Adopt revisions to the City Emergency Operations Plan (EOP).

Supporting Plans/ Report

- Keizer Police Department Staffing Report
- Keizer Parks Master Plan

- Marion County Public Safety Coordinating Council Strategic Plan
- Mid-Willamette Homeless Alliance Continuum of Care Plan
- Keizer Emergency Operations Plan
- Marion County Emergency Operations Plan
- Camera Priority Installation Plan





Goal 2 – Transportation & Infrastructure

Provide the infrastructure for a safe, efficient, and reliable multi-modal system and maintain vital infrastructure in the best condition available resources allow.

Strategic Issue Statement

Ensuring a safe, efficient, and reliable transportation network, along with well-maintained infrastructure, is essential for fostering economic growth and community well-being in Keizer. Limited resources necessitate prioritization and strategic planning to address aging systems, congestion, and emerging mobility needs.

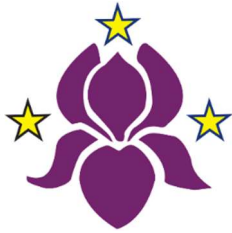
Keizer City Council Priorities

- Sidewalks on all Keizer roadways. Make annual progress toward goals
- Addressing Traffic Congestion, primarily on River Road
- Complete update of the Transportation Systems Plan (TSP)
- Continue River-Cherry Overlay Zone implementation

TASKS
Complete update of the Transportation System Plan (includes plans for sidewalk infill and crosswalks)
Continue annual maintenance plan for residential streets.
Continue implementation the River-Cherry Overlay District
Prepare a report to explore alternative north-south routes to identify solutions to traffic congestion on River Road in coordination with Mass transit.
Develop a plan to connect parks, trails, and neighborhoods to each other (e.g., Keizer Rapids Park to Salem Riverfront, trails between parks, etc.)
Implement sidewalk gap and repair program, establish an annual minimum budget of \$100,000, explore alternative funding options.

Supporting Plans

- Keizer Transportation Systems Plan
- Keizer Parks Master Plan
- Keizer Comprehensive Plan
- Keizer Development Plan



KEIZER
ECONOMIC & COMMUNITY DEVELOPMENT
STRATEGIC PLAN
2026-2030

Goal 3 – Economic and Community Development

Demonstrate a supportive attitude toward employers, business, and property owners that promotes economic development and high standards of livability in the City of Keizer.

Strategic Issue Statement

Economic and Community Development promotes strategic alliances between community members, civic and business leaders, business developers and government agencies, and other interested parties to strengthen communities and economies. Economic development is the concerted effort of policymakers, community leaders, and entrepreneurs to grow the economy, increase employment, and improve the standard of living in the City of Keizer.

Keizer City Council Priorities

- Identify and sell city-owned property
- Re-visit Willow Lake Settlement Agreement to expand land availability
- Evaluation of Urban Growth Boundary (UGB) options
- Complete Parks Master Plan revision
- Complete Housing Capacity Analysis
- Complete Economic Opportunities Analysis

TASKS
Develop a Comprehensive Economic Development Strategy (CEDS) to have ready projects for state and federal funding.
Seek funding to complete the Economic Opportunities Analysis.
Five-year Event Center Business and identify future business potential as a task.
Identify visitor patterns to enhance visitor experience via Travel Salem’s capabilities at least twice a year.
Update the Parks Master Plan to incorporate enhancements to the Keizer Rapids Park for economic activity opportunities (as above).
Provide a recommendation from staff to the City Council on whether to implement an Urban Renewal District.
Create and adopt a five-year plan for how we will use Transient Lodging Tax funds for economic development.
Explore feasibility of expanding development uses within the Urban Growth Boundary that is currently restricted by the Willow Lake Settlement Agreement.
Sell City-owned properties in Keizer to pay down PERS liability.
Prepare a recommendation and develop an implementation plan for middle housing, ensuring diverse housing options within Keizer’s Urban Growth Boundary while aligning with community needs and zoning regulations.
Adopt Keizer Public Arts Commission (KPAC) Master Plan.

Supporting Plans

- Keizer Transportation Systems Plan
- Keizer Development Plan
- Keizer Comprehensive Plan
- Economic Opportunities Analysis
- Housing Needs Analysis





Goal 4 - Operational Excellence and Community Centered Quality Service

Provide efficient, effective, and responsive government through stewardship and accountability.

Strategic Issue Statement

Running a well-organized and trustworthy government means making smart financial decisions, being responsible, and staying accountable to the community. As Keizer grows and changes, it's important to keep decision-making open and fair, use resources wisely, and build strong relationships with residents. Listening to the community, using facts to shape policies, and regularly improving city services will make sure the government stays effective and responsive.

Keizer City Council Priorities

- Ensure transparent budgeting and resource allocation
- Strengthen Community Engagement
- Optimize City Services and Infrastructure – Continuously evaluate and refine municipal services to enhance responsiveness, accessibility, and operational effectiveness

TASKS
Complete an internal assessment to evaluate organizational efficiency and cost-saving measures.
Implement a process improvement program and recommendations from the internal assessment.
Conduct technology audit and needs analysis to determine the most effective and cost-efficient use of the City's use of software and technology.
Develop succession plans for all mission-critical, senior staff positions.
Create an Asset Management Plan for all city property with a value over \$5,000.
Update Water Master Plan.
Discuss a policy for capital projects, evaluating pay-as-you-go, debt financing, and other options.
Complete research and recommendation for a utility discount program for residents under 60 years old and in need.
Continue Water Main Replacements as defined by the Water Master Plan.

Supporting Plans

Water Master Plan



Goal 5 – Fostering an Engaged Community

Strengthen community relationships through improved communication to foster a welcoming and accessible community for all.

Strategic Issue Statement

Creating a strong and welcoming community in Keizer starts with clear and open communication. When people, businesses, and local leaders listen to each other and share ideas, trust grows and everyone feels included. By using different ways to connect—like meetings, social media, and public events, Keizer can make sure all voices are heard and important issues are understood. Encouraging people to speak up and work together will help build a city where everyone feels valued and involved. Keeping communication open and improving how people connect will bring the community closer and make it stronger.

Keizer City Council Priorities

- Expand Accessible Communication Channels
- Strengthen Public Participation Opportunities
- Improve Language and Accessibility Services
- Foster Partnerships with Local Organizations

TASKS
Develop and implement a citywide communications plan (e.g., community e-newsletter, social media policy).
Utilize and test innovative engagement tools to receive community feedback.
Continued website enhancements.
Conduct Town Hall Listening Sessions annually to educate, inform, and listen to the community on important community topics.
Implement a bi-annual community survey.
Develop a training program for volunteers.
Identify policy for translation and interpretation services utilizing technology for accessibility.

Supporting Plans



Goal 6 – Community Growth

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

Strategic Issue Statement

As Keizer grows, it’s important to plan wisely and invest in roads, parks, and buildings in a way that keeps the City welcoming and connected. Expanding services and infrastructure must be done carefully to support new businesses and housing without losing the close-knit, small-town feel that makes Keizer special. By focusing on development that protects green spaces, and improving transportation, the City can create a strong foundation for the future while keeping the community’s identity intact.

Keizer City Council Priorities

- Enhanced Community conversations about types of housing limitations.
- Seeking community direction on types of housing
- Manage Traffic congestion

TASKS
Complete Housing Capacity Analysis.
Report to Council from the two town Halls and online survey on Urban Growth Boundary options.
Complete two Town Halls as a housing summit on options. Get community feedback by hosting two dedicated Town Hall listening sessions in 2026 focused on housing availability, housing challenges, opportunities, and policy solutions to guide Keizer’s future development.
Develop a public works facility plan.
Conduct a City utilities analysis and forecasting

Supporting Plans

APPENDIX 1 - ACKNOWLEDGEMENTS

CITY COUNCIL

Cathy Clark, Mayor

Shaney Starr, Council President

Soraida Cross, Council Vice-President

Marlene Parsons, Councilor

Kyle Juran, Councilor

Lore Christopher, Councilor

Daniel Kohler, Councilor

STAFF STRATEGIC PLANNING TEAM

Executive Leadership Team

Adam Brown, City Manager

Garret Klever, Human Resources
Director

Tim Wood, Assistant City Manager

Bill Lawyer, Public Works Director

Melissa Bisset, City Recorder

Shane Witham, Planning Director

Andrew Copeland, Chief of Police

Joe Lindsay, City Attorney

Additional Staff Strategic Plan Team

Jenny Ammon, Environmental & Technical
Division Manager

Kristen Meyers, Human Resources Specialist

Chris Nelson, Lieutenant

Ben Crosby, Code Compliance Officer

Pat Taylor, Water Division Manager

Mike Griffin, Storm Operations & Streets
Division Manager

Lily Von, Event Center Manager

Trevor Wenning, Lieutenant

All Nations Day Event Plan

Event Name: All Nations Day

Date: Sunday, October 4, 2026

Time: 11:00 a.m. – 5:00 p.m.

Locations: City of Keizer Event Center and Chalmers Jones Park

Host: City of Keizer

1. Event Purpose and Goals

All Nations Day is a community celebration designed to honor the cultural diversity of Keizer and the surrounding region. The event will showcase international music, dance, food, and community organizations, while providing a welcoming, family-friendly environment that encourages cultural exchange and civic pride.

Goals: - Celebrate and recognize the many cultures represented in Keizer - Foster inclusivity, understanding, and community connection - Support local cultural organizations, artists, and food vendors - Provide a high-quality, safe, and accessible community event

2. Event Overview

All Nations Day will be a free, public festival spanning the City of Keizer Event Center and Chalmers Jones Park. Programming will include live entertainment, cultural demonstrations, food carts offering international cuisine, children’s activities, and informational booths from community groups.

3. Event Layout

City of Keizer Event Center

- Main indoor/outdoor performance stage
- Cultural performances (dance, music, storytelling)
- Vendor and cultural organization booths
- Information booth and lost & found

Chalmers Jones Park

- Food cart pod featuring international cuisine
- Secondary performance area or cultural demonstration space

- Children’s activity zone (crafts, games, cultural activities)
- Picnic seating and open lawn space

A detailed site map will be developed in coordination with Public Works, Parks, and Fire.

3A. Detailed Site Map Narrative

The All Nations Day event will be organized to create a seamless flow between the City of Keizer Event Center and Chalmers Jones Park, allowing attendees to move easily between entertainment, food, and activities while maintaining clear operational and emergency access.

City of Keizer Event Center Area

Primary Function: Cultural performances, exhibits, and information

- **Main Performance Stage:**
 - Located adjacent to the Event Center to anchor the festival and serve as the primary gathering point.
 - Oriented to direct sound away from residential areas and toward the park interior.
 - Equipped with professional sound, lighting, and backstage space.
 - **Audience Viewing Area:**
 - Open standing and seated area directly in front of the stage.
 - ADA-accessible seating area positioned with clear sightlines.
 - **Cultural & Community Booth Zone:**
 - Booths arranged in rows or pods near the Event Center entrance.
 - Space allocated for cultural organizations, nonprofits, and educational displays.
 - Booth layout designed to maintain clear fire lanes and pedestrian pathways.
 - **Information & Welcome Booth:**
 - Centrally located near the main entrance to the Event Center.
 - Provides event schedules, maps, lost & found, and general assistance.
 - **Indoor Space (if utilized):**
 - Backup space for select cultural demonstrations, workshops, or exhibits.
 - Restrooms and climate-controlled areas available for attendees and performers.
-

Chalmers Jones Park Area

Primary Function: Food, family activities, and informal gathering

- **Food Cart Pod:**
 - Centralized food cart area featuring international cuisine.
 - Carts arranged to allow queuing without blocking walkways.
 - Shared seating area with picnic tables and shade structures.
 - **Secondary Performance / Demonstration Area:**
 - Smaller stage or open lawn space for acoustic music, dance demonstrations, or workshops.
 - Designed for lower-volume, interactive programming.
 - **Children’s Activity Zone:**
 - Clearly defined, family-focused area with cultural crafts and games.
 - Located away from high-traffic food service lines.
 - **Open Lawn & Picnic Space:**
 - Flexible use area for informal seating, relaxation, and community gathering.
-

Circulation & Access

- **Pedestrian Flow:**
 - Clearly marked pathways connecting the Event Center and park.
 - Wayfinding signage directing attendees to stages, food carts, restrooms, and exits.
 - **Emergency & Service Access:**
 - Fire lanes maintained throughout the site.
 - Designated service access routes for food carts, performers, and staff.
 - **Parking & Transportation:**
 - Use of existing Event Center and park parking areas.
 - ADA parking spaces clearly signed and located close to main entrances.
-

Support Infrastructure

- **Restrooms:**
 - Permanent restrooms supplemented with portable units as needed.
 - ADA-accessible units included.
 - **Waste & Recycling:**
 - Trash, recycling, and compost receptacles placed throughout the site.
 - **Power & Utilities:**
 - Electrical access coordinated for stage, vendors, and activities.
 - **Safety & First Aid:**
 - First aid station centrally located and clearly marked.
-

This site map narrative will be supported by a visual site map developed in coordination with Parks, Public Works, Fire, and Police prior to the event.

4. Entertainment & Programming

Main Stage Entertainment (Sample Schedule)

- 11:00 a.m. – Opening remarks and welcome
- 11:15 a.m. – Indigenous land acknowledgment and cultural presentation
- 12:00 p.m. – Traditional dance performance (e.g., Pacific Islander or Latin dance group)
- 1:00 p.m. – International music performance
- 2:00 p.m. – Cultural fashion or heritage showcase
- 3:00 p.m. – Community cultural performances (rotating groups)
- 4:30 p.m. – Closing performance and acknowledgments

Roving & Interactive Entertainment

- Cultural drumming or acoustic musicians
 - Storytelling and spoken word performances
 - Dance workshops or demonstrations
-

5. Food Carts & Vendors

Food Carts

A curated mix of food carts will represent cuisines from around the world, such as: - Mexican / Latin American - Asian (Thai, Filipino, Vietnamese, Chinese) - Middle Eastern - African - European - American classics and desserts

Target: **10–15 food carts** located primarily in Chalmers Jones Park.

Vendor & Cultural Booths

- Cultural and heritage organizations
 - Nonprofit and community groups
 - Educational displays and interactive activities
-

6. Community & Children's Activities

- Passport-style activity card encouraging attendees to visit multiple cultures
- Arts and crafts from different traditions
- Face painting and cultural art demonstrations
- Interactive language or music experiences

7. Operations & Logistics

Staffing

- Event coordinator
- Volunteer coordinator
- City staff support (Parks, Public Works, Police, Fire)
- Volunteers for information booth, stage support, and activity areas

Safety & Security

- Police presence for crowd management
- First aid station
- Emergency access routes clearly marked
- Lost child protocol

Accessibility

- ADA-accessible pathways and seating
- Accessible restrooms
- ASL interpretation or language assistance if feasible

Equipment & Rentals

- Stage, sound, and lighting equipment
 - Tents for vendors and activities
 - Tables, chairs, and trash/recycling receptacles
 - Portable restrooms and handwashing stations
-

8. Permits & Insurance

- Park and facility use permits
 - Temporary food vendor permits
 - Noise permit (if required)
 - Insurance certificates from vendors and performers
-

9. Marketing & Outreach

- City website and social media promotion
- Flyers and posters in community spaces
- Outreach to cultural organizations and schools
- Press release to local media

10. Budget Considerations (High-Level)

- Entertainment and performer fees
- Stage, sound, and equipment rentals
- Marketing and printing
- Supplies and activity materials
- Security, medical, and sanitation services

Funding sources may include city support, sponsorships, vendor fees, and grants.

11. Timeline (Key Milestones)

- **March–April 2026:** Planning kickoff, budget approval
 - **May 2026:** Secure performers and food carts
 - **June 2026:** Confirm logistics, permits, and site plan
 - **July–August 2026:** Marketing and volunteer recruitment
 - **October 4, 2026:** Event day
 - **Post-Event:** Evaluation and community feedback
-

12. Evaluation

- Attendance estimates
 - Vendor and performer feedback
 - Community survey results
 - Staff debrief and lessons learned
-

This event plan serves as a working document and may be refined as planning progresses.

ALL NATIONS DAY by CDEC – Member Assignments:

Venue and Date / Keizer Event Center: Tentative date is Sunday, October 4th from 11 am to 5 pm

Vendors / Event Center grounds

Music / Gazebo and inside

Food Trucks / Heritage parking lot – Robin to invite (#1)

Entertainment / Speaker / Dignitaries – Robin to invite (#2)

Decorations

Media / Marketing by Keizertimes

Operations: – Fausto

- Decorations
- Tables & Chairs
- Trash & Recycling
- 2 Extra Canopies
- Cones
- Vendor Mapping
- Decoration Layout

Volunteers / 36: – Fausto to find & orchestrate volunteers and will ensure they're doing what needs to be done on the event day.

- Set up
- Trash / Recycling distribution
- Vendor setup
- Food Truck set up
- Entertainment hosts
- Decorations
- Table & Chair set up
- Canopy set up
- Cone placement
- Hosts
- Clean up

– Elaine will help Robin & Fausto and will check her schedule.

PLEASE NOTE: The grounds will be very much like the grounds set up for Keizer's 40th Birthday Party. The only exception will be the use of the Keizer Cultural Center parking lot. Robin sent an email requesting the use of their parking lot on October 4th.