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**KEIZER PLANNING COMMISSION**

**Wednesday, February 11, 2026, 6:00 PM**

**Robert L. Simon Council Chambers**

**930 Chemawa Road NE**

**Keizer, Oregon**

**1. CALL TO ORDER**

**2. APPROVAL OF MINUTES**

a. January 2026

**3. APPEARANCE OF INTERESTED PERSONS**

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

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

a. Strategic Plan

**5. TRAINING ON QUASI-JUDICIAL PROCESSES BY CITY ATTORNEY JOSEPH LINDSAY**

**6. COUNCIL REPRESENTATIVE REPORT**

**7. COMMISSIONER REPORTING TO COUNCIL: FRANK HOSTLER ON TUESDAY, FEBRUARY 17TH AT 6PM**

**8. NEXT MEETING: MARCH 11TH**

**9. ADJOURNMENT**

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



**MINUTES**  
**KEIZER PLANNING COMMISSION**  
 Wednesday, January 14, 2026  
 Robert L. Simon Council Chambers  
 930 Chemawa Road NE  
 Keizer, Oregon

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

<b>Present:</b>	<b>Council Liaison Present:</b>
Matt Lawyer, Chair	Councilor Juran
Jeremy Grenz, Vice Chair	
Larry Scruggs	<b>Youth Liaison Present:</b>
Lindsey King	Talia Mesecar
Frank Hostler	
Robb Witters	

<b>Absent:</b>	<b>Staff Present:</b>
Fernando Lopez	Shane Witham, Planning Director
	Joseph Lindsay, City Attorney
	Dawn Wilson, Deputy City Recorder

**2. APPROVAL OF MINUTES**

**a. November 2025**    It was noted that there "Youth Liaison Present: Open Position" was removed from the minutes because Youth Liaison Talia Mesecar was present and already listed on the minutes.

Commissioner Scruggs moved for approval of the November 2025 Minutes as amended. Commissioner Grenz seconded. Motion passed unanimously as follows: Lawyer, King, Hostler, Grenz, Scruggs, and Witters in favor favor with Lopez absent.

**3. APPEARANCE OF INTERESTED PERSONS**    There were no interested persons.

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

**a. Planning Commission Work**    Planning Director Shane Witham reviewed the 2026 Planning Commission Work Tasks that were included in the packet as follows:

**Climate-Friendly and Equitable Communities Rules (CFEC):**

The deadline for the adoption of the Climate Friendly Areas was in June. Some changes to the Development Code were still needed. It was requested to list the previous discussion dates when the CFEC returns to the Planning Commission. Mr. Witham shared that the scenario planning work was the first step in moving to the Transportation System Plan (TSP) update. He reminded the Commissioners about the grant the City received on the Walkable Mixed-Use Areas and that some design standards were needed.

The Commissioners felt fatigued by continuously responding to the State's constantly added requirements. There was a consensus to make a decision on the CFEC as soon as possible to free up staff time.

There was a question about sidewalk repair and Americans with Disability Act (ADA) access. Mr. Witham shared that property owners were responsible for sidewalk maintenance, and that there was a recent discussion by the City Council on sidewalk repair and gap. The City would be looking for funding, a grant program, and partial loans for property owners. It was noted that there was a desire for transitional housing for those needing home skills, training, and behavioral assistance to act as a bridge to something more structural. Mr. Witham asked if the City was right-sized in the public zone and that this may be brought back to the Planning Commission.

There was a question about the 20-year plan for affordable housing. Mr. Witham commented that there was not a lot that the Planning Commission could do because of the subsidized funding and State laws. The City couldn't deny affordable housing, but it does apply the development regulations.

**Text Amendments:**

Mr. Witham highlighted the need for design standards' clarifications for street-facing elevations, middle housing and text amendments for the floodplain.

Mr. Witham noted that text amendments would be coming to the Planning Commission first for a public hearing.

- Regarding the Master Plan applications: there was a high probability to look at the following amendments:
  1. Area B - text amendment this past year to expand for auto-oriented uses, prospective developer of City-owned property was expected to apply for amendment.
  2. Area C – Anticipated amendment/new Master Plan for Area C. Letter of intent for the “triangle” (Chemawa/Lockhaven/McLeod) anticipates that an amendment will be sought.

3. Area D – possible amendment to accommodate specified users and building footprints in area that is not yet developed or being developed.

It was requested to have the staff report on the Master Plan for River Road, produced at least 10 days before the meeting because this was a very impactful decision that the Planning Commission would need to make.

Mr. Witham reminded the Commissioners that with the Quasi-judicial land use decisions to not have ex-parte' contact with applicants or neighbors about the merits of the application because the decision-making needs to occur in the public hearing. It was requested to receive in-person ex-parte' contact and conflicts of interest training by City Attorney Joseph Lindsay.

It was requested to have public-facing information offering process assistance to applicants and neighbors. Mr. Witham shared that substantive information was included. He noted that the floodplain items were being handled on a case-by-case basis.

Commissioner Hostler requested to include resources for the counting of trees regarding an urban forestry program. He asked about parking and traveling by use of a foot bridge paths in Area D. Chair Lawyer commented that the walking paths were virtually impossible because of the railroad and being cost-prohibitive.

Mr. Witham shared that the **TSP update** was moving forward, and he would like an Intergovernmental Agreement in place by February and that it would be before the Planning Commission a couple of times.

**Mr. Witham asked the Commissioners if there were any specific issues or concerns that Planning Commission would like to pursue this upcoming year.**

Chair Lawyer commented that the Commission may need to meet at different times because of State-mandated deadlines, while being considerate of the applicants.

Commissioner Witters shared that he felt the list was complete, and it would be nice to have the CFEC wrapped up.

Commissioner Scruggs felt the biggest item was the Urban Growth Boundary, and he would like to see how that would advance.

Commissioner Hostler thought the list was good.

Commissioner King felt that there would be a heavy read with the applications and tasks coming through and thought the list was complete.

Commissioner Grenz asked the Commission to consider changing the process for subdivision applications by taking the first review away from the hearings' officer and have it tasked by the staff. He felt that it would streamline the process and would remove about two weeks from the land use process. He commented that the relevant criteria tended to obligate developers and resulted in creating burdens on applicants.

Mr. Witham shared that he didn't know if there was a State requirement on a policy level, and test amendments to the review criteria would be needed. Discussion ensued about hearings and appeals to Council, and the Commissioners would like to have additional discussion on this matter at a future meeting.

Mr. Witters felt that the benefit to having the hearing was an emotional component for residents to be heard.

Mr. Witham shared an economic opportunities analysis grant that they would probably be applying for regarding employment lands. He suggested watching for a possible UGB Council discussion and possible open house. He shared that a housing capacity analysis and strategy was due in 2028/29. The Housing Capacity Analysis (HCA) and Housing Production Strategy (HTS) were a couple of years out.

Mr. Witham shared that there was a fair amount of changes through the legislature consisting of rules needing to be implemented in another year or so.

- 5. YOUTH LIAISON REPORT** Youth Liaison Talia Mesecar shared that she had a rehearsal for the McNary Production of Chicago. This weekend, many musicians of McNary orchestra and band would be going to the honor band.
- 6. COUNCIL REPRESENTATIVE REPORT** Councilor Juran suggested creating a path from the underpass to the Parkway by talking with Oregon Department of Transportation. He commented that the underpass from Temper was made because the City had something to trade by getting rid of the crossing. It was noted that crossing railroad tracks was a crime and unsafe.
- 7. COMMISSIONER REPORTING TO COUNCIL:**  
**Fernando Lopez ~ Tuesday, January 20th at 6pm** Chair Lawyer would be reporting to Council on January 20th. Commissioner Scruggs would join him.  
Chair Lawyer shared that Public Works Director Bill Lawyer was retiring after 36 years. There would be a retirement party on February 4th at 4:00 p.m. with a program at 4:15 p.m. at the Keizer Event Center. He encouraged folks to stop by and share a few words.

As Mr. Lawyer's nephew, Chair Lawyer shared that working with him was an honor of his lifetime. He expressed appreciation for Mr. Lawyer's

professionalism and dedication that he had brought to the City of Keizer.

Chair Lawyer shared that the dedication of the Gold Star Memorial Monument would be on February 7th at 11:00 a.m. They got the flag poles up over the weekend. He expressed appreciation for everyone who participated.

**8. NEXT MEETING:** It was noted that the next meeting would be February 11th.  
**February 11th**

**9. ADJOURNMENT** Meeting adjourned: 7:44 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.”*



To: Planning Commission  
From: Shane Witham, Planning Director  
Subject: Strategic Plan

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**Proposed Motion**

not applicable: informational only

**I. Summary**

City Council adopted the Strategic Plan on February 2, 2026. The Planning Commission was previously involved in providing input on the Strategic Plan, so staff is sharing the adopted plan for the Commission's information. Staff welcomes any questions the Planning Commission might have regarding the Strategic Plan.

**II. Background**

A. Planning Commission previously provided input on the Strategic Plan.

**III. Current Situation**

A. The Strategic Plan has now been adopted by City Council (February 2, 2026), so staff wanted to share this information with Planning Commission.

**IV. Analysis**

A. **Strategic Impact** - The Strategic Plan provides a framework for the entire City, which includes items that have specific interest for the Planning Commission.

B. **Financial** - none

C. **Timing** - The Strategic Plan was adopted on Feb 2, 2026 by City Council. No action by Planning Commission, but rather informational.

D. **Policy/Legal** - none

**V. Alternatives**

A. not applicable

## **VI. Recommendation**

No staff recommendation. This is simply an informational item.

## **Attachments**

1. DOC\_CC\_Keizer Strategic Plan Final\_2 2 2026

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**City of**  
**KEIZER**

*Strategic Plan 2026-2030*

City of Keizer  
930 Chemawa Road NE  
Keizer, OR 97303  
[www.keizeror.gov](http://www.keizeror.gov)

503-390-3700

## Table of Contents:

### Table of Contents

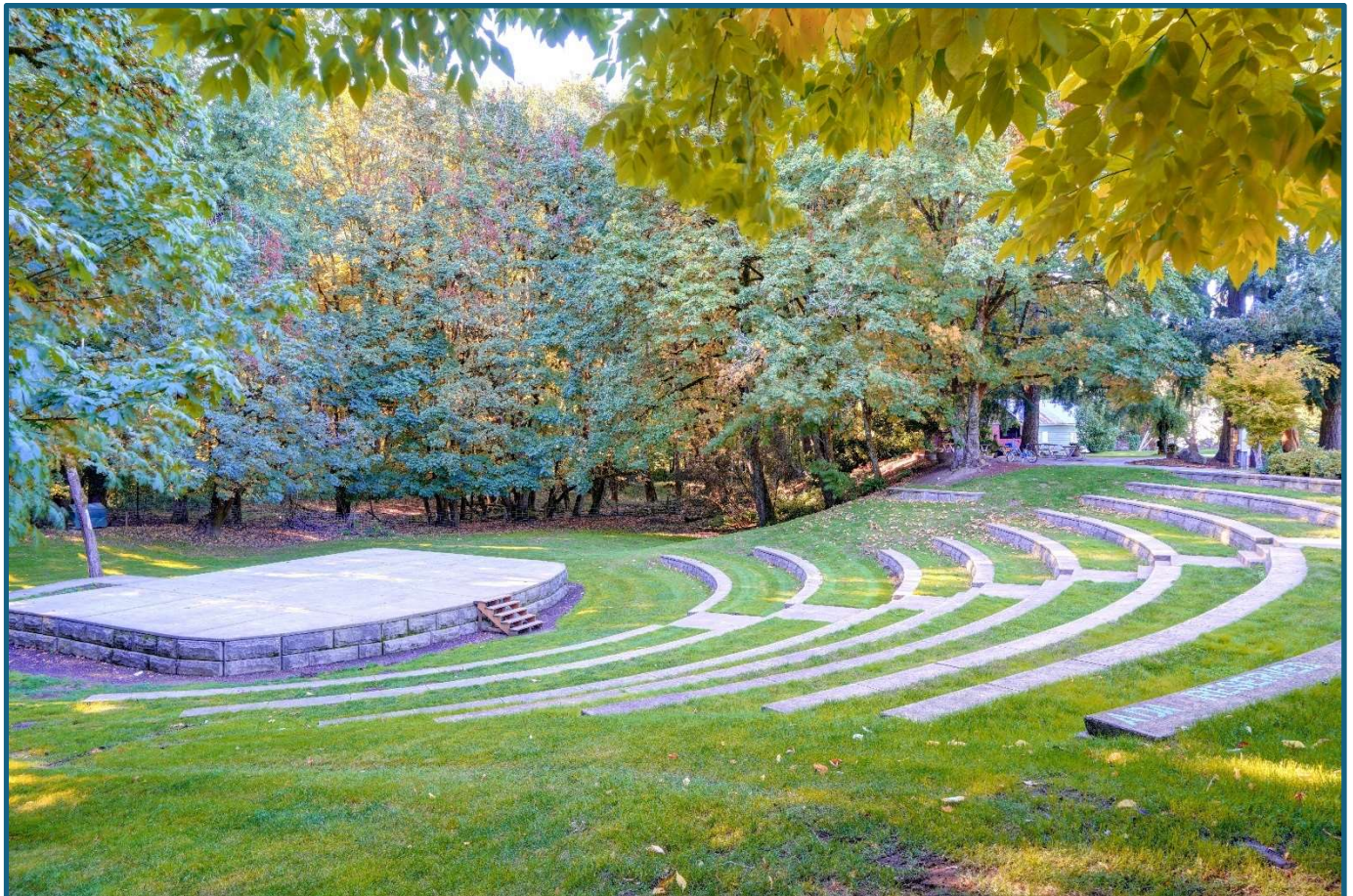
MESSAGE FROM THE STRATEGIC PLANNING TEAM .....	3
INTRODUCTION.....	4
STRATEGIC PLAN GOALS.....	6
Goal 1 – Public Safety.....	7
Goal 2 – Transportation & Infrastructure.....	9
Goal 3 – Economic and Community Development.....	10
Goal 4 - Operational Excellence and Community Centered Quality Service .....	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.





**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**

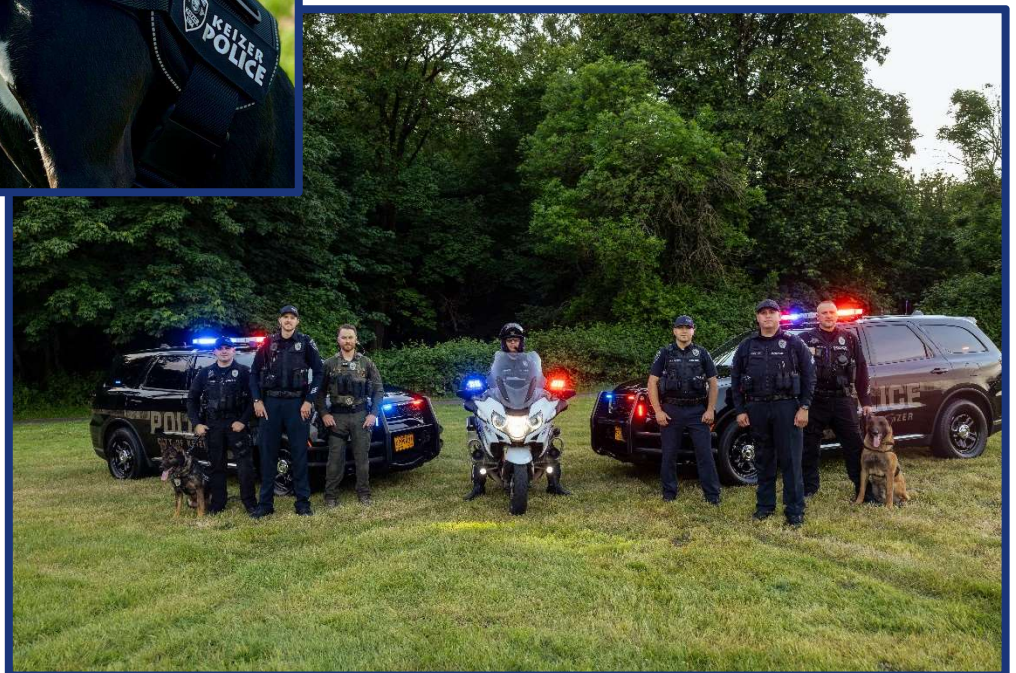
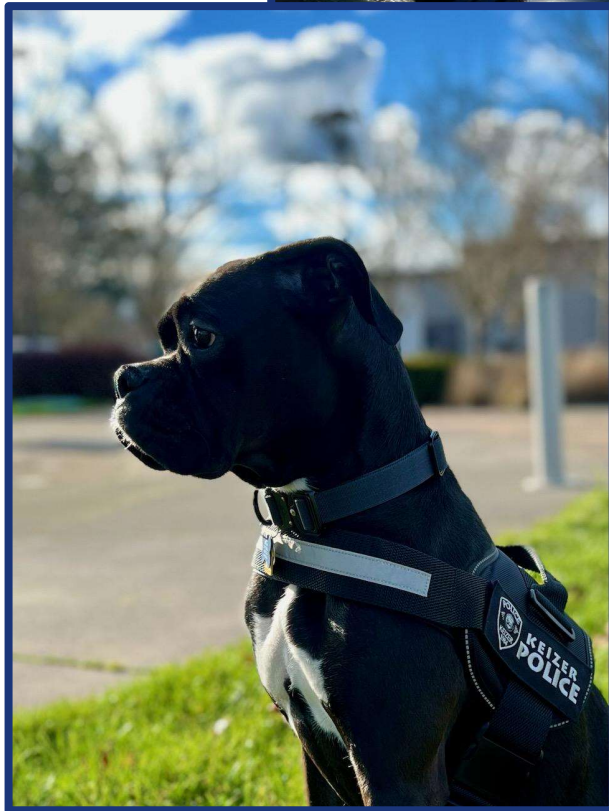
- Fully staffed Police Department
- Reduced graffiti and crime in parks and neighborhoods
- Preparation for continuity of operations and hazard mitigation in emergencies
- Reduce unlawful camping and unauthorized use of public and private property
- Complete Emergency Operations Plan revision

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



### 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**

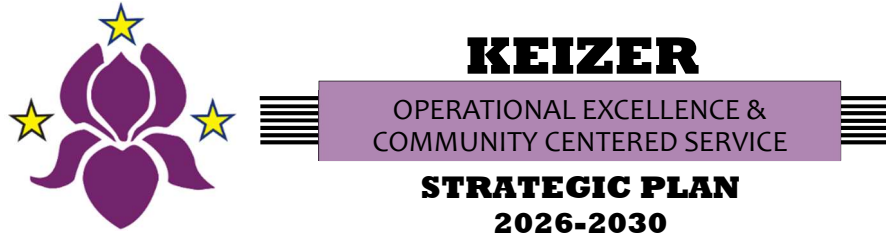
- Identify and sell city-owned property
- Re-visit Willow Lake Settlement Agreement to expand land availability
- Evaluation of Urban Growth Boundary (UGB) options
- Complete Parks Master Plan revision
- Complete Housing Capacity Analysis
- Complete Economic Opportunities Analysis

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

Ben Crosby, Code Compliance Officer

Chris Nelson, Lieutenant

Mike Griffin, Storm Operations & Streets  
Division Manager

Pat Taylor, Water Division Manager

Lily Von, Event Center Manager

Trevor Wenning, Lieutenant