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KEIZER COMMUNITY DIVERSITY ENGAGEMENT COMMITTEE
AGENDA

Thursday, March 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. February 2026
3. **APPEARANCE OF INTERESTED PERSONS**
4. **GUEST SPEAKER**
5. **JOINT WORK SESSION (MARCH 30TH) ~ PREPARATION**
 - a. Action Items 2025-2026
6. **DISCUSSION ON ESTABLISHING A POLICY FOR THE ATTENDANCE REQUIREMENT (75% RATE IN RESOLUTION APPENDICES)**
 - a. Input Requested on Attendance Policy, History, and CDEC Resolution
7. **REVIEW STRATEGIC PLAN GOALS FOR THE CDEC**
 - a. 2026-2030 Strategic Plan
8. **COMMITTEE MEMBER REPORTS**
9. **NEIGHBORHOOD ASSOCIATION REPORTS-OUT FROM COMMITTEE MEMBERS**
10. **OTHER BUSINESS/STAFF LIAISON REPORT**

11. **MEMBER REPORTING TO COUNCIL ~ MARCH 16TH AT 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.



MINUTES
KEIZER COMMUNITY DIVERSITY ENGAGEMENT COMMITTEE

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

Call to Order

Chair Tammy Kunz called the meeting to order at 6:00 p.m. Attendance was noted as follows:

Present:

Tammy Kunz, Chair
Robin Barney
Larry Porter
Elaine Wilson
Guillermo Rodriguez
Councilor Marlene Parsons

Absent:

Faustos Ramos, Vice Chair
Open Position
Open Position - Youth Liaison

Staff:

Dawn Wilson, Deputy City Recorder
Tim Wood, Assistant City Manager

Chair Kunz read the Land Acknowledgment.

Approval of Minutes

a. January 2026

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

Appearance of Interested Persons

There were no interested persons present.

Guest Speakers

a. Ashley Russell with CBEL Salem

b. Satya Chandragiri MD with Salem-Keizer School Bard Zone 4

Ashley Russell, Salem, and Eduardo Angulo, Salem, Community Business and Education Leaders (CBEL) Salem, shared Strengthening Families with Protective Factors, their Mission, their Theory of Change, CBEL Collaboratives every other month, Kennedy and Cummings Neighborhood Family Councils (NFC) Events, Kennedy and Cummings Infant, toddler, and Kindergarten Play Group, and Fun Fridays.

More specifically, they spoke about connection, belonging and community

well-being, the CBEL mission, and that the presentation was about Keizer. The NFC were school-based neighborhoods, promoted the resiliencies of the children and the community, and represented diversity. An example of CBEL's work in Keizer was the Fun Fridays at St. Edward Church for families from all walks of life from the Kennedy and Cummings schools. They brought in 48 community organizations, agencies, and non-profits being their resources for the families. Last year, there were over 500 participants for Winter Wonderland at the Kennedy school.

They shared that their Board and community leaders were diverse and of various ethnicity, so every child and parent felt represented in the Council.

One of the biggest issues was having high levels of stress and isolation. The Fun Fridays were intended for everyone to come together and provide social and psychological development. CBEL and the NFC show what was possible with persons listening to focus on living experiences and promote strengthening protective factors, creating resiliency and build a belonging for all. It was noted that equity was embedded in how CBEL operates.

It was noted that feedback from anonymous surveys showed that most needs included housing, security, mental and social health, and tangible support, which was the focus of the CBEL's and NFC's work.

Satya Chandragiri MD and Krissy Hudson, Salem, and the Salem-Keizer School Board Directors, shared how community members could deal with bullying, community engagement with budget challenges, and how the community can protect their families, as well as US Immigration and Customs Enforcement (ICE).

They shared that the schools report to the families and address aspirations and concerns. The Salem-Keizer School Board website was highlighted, which walked through who could report bullying and harassment. Mr. Chandragiri noted that the SafeOregon app was another way to anonymously report bullying and harassment. They spoke about the school district's policy and how they followed up with the incidents and checked if civil rights were violated.

The School District would be having close to a \$25 million dollar gap between revenues and operational costs. When enrollment declines, revenues decline and not all revenues could be used for salaries. Most of the salaries were paid for by the State funding. They could close the gap by adjusting the Cost of Living Adjustments (COLA's) or reduce expenses as much as possible.

Ms. Hudson shared her personal bullying experiences with her daughter, who suffered from concussions, and asked the school for help. Ms. Hudson was denied the ability to share long-term repercussions. The School

Resource Officer interviewed her daughter, then had a conversation with the bullying student—and the bullying stopped. Ms. Hudson would like to push harder on student expulsions and safety for all the children before her board membership ends.

It was noted that the School District stopped reporting data, and the school board acknowledges that bullying and suicides were still issues. Ms. Hudson and Mr. Chandragiri felt that all stakeholders needed to put pressure on the School Board. It was suggested that the head of the school safety team talk about this topic.

Chair Kunz moved for City Council to help us advocate on this and maybe write a letter to the School Board. Elaine Wilson seconded. Motion passed as follows: Barney, Porter, Wilson, Kunz, and Rodriguez in favor with Ramos absent and two open positions.

2026 Keizer Community Survey

- a. **Anything missing on the Survey?** Assistant City Manager Tim Wood shared that questions 1 through 10 are standardized, and that the members could provide input on questions 11 through 15.

The members discussed the 2026 Keizer Community Survey. Mr. Rodriguez felt that the survey was long. Ms. Barney felt it was long, but it only took her 10 minutes to complete. Mr. Porter commented that some folks who have literacy issues would have a difficult time completing it. It was suggested that once the survey was published that it include resources, so people could receive help completing the survey. Ms. Wilson felt the survey was lengthy but provided the information the City was seeking.

Mr. Wood noted that the survey would be produced in approximately 20 languages and that there would be an option to complete the survey over the phone.

Review Strategic Plan Goals for the CDEC

- a. **DRAFT 2026-2030 Strategic Plan** There was a consensus to postpone this item to the next meeting.

Assistant City Manager Tim Wood requested that the members review the Strategic Plan and identify areas that would have CDEC involvement.

All Nations Day

- a. **Event Plan & Member Assignments** Ms. Wilson reminded the Committee Diversity Engagement Committee (CDEC) about needing to complete the CDEC cards, the training video, participating with the City on Blast Camp, having an off-site meeting, and a barbecue. Ms. Wilson had a reservation adding to the CDEC list when they

hadn't completed previous tasks.

Mr. Wood shared that the purpose statement on the CDEC postcards needed to be on the cards and would go to the Council on February 17th for approval and then could be printed right away.

Mr. Porter agreed that this event should be placed on hold until the other projects were completed.

Ms. Barney shared that she was very confident that the event could come to fruition by October.

Mr. Wood would set up a time to meet off-site at the Fire District on April 2nd.

Elaine Wilson moved to halt the All Nations idea for now until further notice, until we can get some of those other items that we talked about done. Mr. Rodriguez seconded. Motion passed as follows: Porter, Wilson, Kunz, and Rodriguez in favor with Barney opposed, Ramos absent and two open positions.

The video would be produced May 11th and made available online, so the cards would be checked off the list.

Ms. Barney shared an update on the video production project that would use students and City staff and how the video would have sidebars defining questions.

There was a request to have a list of all the CDEC tasks at the next meeting.

Committee Member Reports

Ms. Barney shared that Rhonda Rich with the Emergency Planning Committee, would be reporting in April and Becka Bonner with the Keizer Public Arts Commission would be reporting in May. Ms. Barney also arranged for guest speakers for the Indigenous People's Day and Child Abuse Prevention month observations.

Neighborhood Association Reports-Out from Committee Members

There were no neighborhood association report-outs.

Other Business/Staff Liaison Report

Assistant City Manager Tim Wood shared that the Police Department would be returning to their prior format and not have a barbecue. The Blast Camp would be from June 29th thru July 1st. The location had not been confirmed, and the cost was around \$4,500. The City usually contributes \$2,500, and the Police Department would be doing some fundraising for the remaining \$2,000.

Mr. Wood shared the following upcoming events that the CDEC could partnership with:

- March 14th would be the annual City Hall clean-up.
- Soggy Day in the Park by the Claggett Watershed Council at the end of May.
- Public Works Day was in the middle of June.

Member Reporting to Council ~ TUESDAY, February 17th - 6pm Tammy Kunz and Elaine Wilson would report to City Council on Tuesday, February 17th.

Adjourn Meeting adjourned at: 8:15 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.”

Community Diversity Engagement Committee

January 2025 to 2026 Initiatives & Action Items Summary

1. Volunteer Training Video

Initiative: Develop a CDEC volunteer training video.

Purpose:

- Provide consistent onboarding for volunteers.
- Clarify committee expectations and mission.
- Improve volunteer preparedness and engagement.

Status:

- Discussed and initiated.
 - **In progress.**
-

2. CDEC Postcards for Volunteer Recruitment

Initiative: Create printed postcards for outreach and volunteer recruitment.

Tasks Included:

- Develop messaging content.
- Design postcard layout.
- Distribute postcards at community events.

Purpose:

- Increase awareness of CDEC.
- Recruit new volunteers.
- Improve visibility within the community.

Status:

- **Implemented** and for outreach events.

3. Off-Site Meetings

Initiative: Conduct CDEC meetings outside of City Hall.

Purpose:

- Increase accessibility.
- Meet community members where they gather.
- Strengthen visibility and community presence.

Discussion Points:

- Identify appropriate community locations.
- Coordinate logistics and scheduling.
- Evaluate participation impact.

Status:

- Supported by the Committee.
- April 2, 2026 – Keizer Fire District ~ **scheduled**
- Ongoing strategy.

4. Blast Camp Participation

Initiative: Participate in Blast Camp.

Purpose:

- Increase youth engagement.
- Promote civic involvement.
- Provide CDEC presence at a community-centered event.

Tasks:

- Coordinate participation.
- Provide outreach materials.
- Engage directly with attendees.

Barbeque Component:

- The barbeque portion associated with Blast Camp will **not occur this year due to circumstances outside of the Committee’s control.**

Status:

- Will participated in 2026 event.
 - Barbeque component cancelled for 2026.
-

5. Community Barbeque (Larry Porter–Led Initiative)

Initiative: Organize a community barbeque event led by Committee Member Larry Porter.

Purpose:

- Foster informal community connection.
- Create a welcoming and inclusive environment.
- Provide an additional opportunity for community engagement.

Discussion:

- Larry Porter expressed interest in leading and coordinating the event.
- Committee discussed logistics and planning considerations.

Status:

- Initiative remains active.
 - Not cancelled.
-

6. All Nations Day

Initiative: Explore or support All Nations Day.

Purpose:

- Celebrate cultural diversity.
- Promote cross-cultural understanding.
- Encourage broad community participation.

Discussion:

- Consideration of planning and support.

- Discussion of feasibility, logistics, and priorities.
- Motion to halt the initiative temporarily pending completion of other priorities.

Status:

- Paused.
-

7. National Night Out Engagement

Initiative: Participate in National Night Out.

Tasks:

- Coordinate with the Southeast Neighborhood Association.
- Conduct outreach.
- Represent CDEC at the event.
- Distribute outreach materials.
- Evaluate engagement outcomes.

Status:

- **Completed** for 2025.
-

8. Event Outreach Materials & Engagement Tools

Initiative: Develop and standardize materials for event participation.

Tasks:

- Prepare outreach table materials.
- Develop sign-up/contact sheets.
- Standardize messaging and branding for community engagement.

Status:

- **Agreed** to utilize at events.
-

9. Council Reporting & Activity Summaries

Initiative: Prepare and present activity summaries to City Council.

Purpose:

- Provide updates on Committee initiatives and accomplishments.
- Maintain transparency and accountability.

Status:

- **Incorporated** into Committee workflow.
 - Joint meeting on March 30, 2026
-

10. Community Outreach & Listening Efforts

Initiative: Strengthen community engagement and feedback efforts.

Ongoing Action Items:

- Identify barriers to participation.
- Gather community input.
- Increase representation at City events.
- Improve engagement strategies.

Status:

- **Ongoing.**
-

11. Inter-Committee Collaboration Initiative

Initiative: Invite representatives from other City public committees to attend and present at a Community Diversity Engagement Committee meeting in 2026.

Purpose:

- Increase understanding of each committee's roles and responsibilities.
- Promote cross-committee awareness and communication.
- Identify opportunities for collaboration and coordination.

Status:

- **Task identified and agreed upon** for implementation in 2026.

Summary of Major 2025 Initiatives

Throughout 2025, the Community Diversity Engagement Committee focused on the following core themes:

1. Increased Public Visibility

The Committee strengthened its community presence through event participation, recruitment materials, outreach tools, and exploration of off-site meetings.

2. Volunteer Recruitment & Development

Efforts centered on improving onboarding consistency and expanding volunteer participation through postcards and the development of a training video.

3. Community-Centered Engagement

The Committee prioritized direct engagement opportunities, including Blast Camp, National Night Out, and the planning of a community barbeque initiative.

4. Cultural Awareness & Inclusion

Discussion and exploration of All Nations Day reflected continued commitment to celebrating diversity and fostering cross-cultural understanding.

5. Strengthened Inter-Committee & Council Communication

The Committee improved reporting practices to City Council and initiated plans for future collaboration with other public committees.



City of Keizer

Phone: (503) 390-3700 • Fax: (503) 393-9437
930 Chemawa Rd. N.E. • P.O. Box 21000 • Keizer, OR 97307-1000

February 12, 2026

Dear Keizer Volunteers,

Re: Input Requested – Development of a Volunteer Attendance Policy

The Volunteer Coordinating Committee (VCC) noticed that meeting attendance has sometimes been low enough to make achieving a quorum a close call.

While all committee resolutions include a 75% attendance requirement, there's currently no guidance on how to handle absenteeism. The VCC would like to develop a policy to provide clarity and support for all volunteers.

At our recent meeting, the VCC discussed the following draft suggestions:

1. Define an attendance concern as either missing two consecutive meetings or falling below 75% attendance over 12 months.
2. If issues arise, the City Recorder's Office will contact the member to discuss their commitment and emphasize the importance of attending meetings.
3. The member's response and any decisions will be communicated to the committee chair.
4. Attendance tracking by the City Recorder's Office will occur only when clear issues arise, not routinely for all members.
5. Members should provide 48-hour notice whenever possible if they cannot attend.

We would love to hear your thoughts. Please share any suggestions or ideas your committee may have.

Feedback from each Keizer committee will be reviewed by the VCC at our next meeting.

Thank you for your dedication and helping us shape a fair and supportive attendance policy.

~The Volunteer Coordinating Committee

“Pride, Spirit and Volunteerism”

Wilson, Dawn

From: Wilson, Dawn
Sent: Wednesday, January 21, 2026 12:21 PM
Subject: VCC - History on the origination of the 75% attendance rate

Good afternoon, VCC members,

At your last meeting the question of where the 75% attendance rate rule originated.

The rule started in 2003 when there was a committee that had at least one member that did not show up since the late 90's and did not resign. There wasn't any language in the resolutions allowing the Council to remove members from positions so another volunteer could fill the position.

Additionally, the Bikeways Committee and the Traffic Safety Commission constantly had quorum issues to where those meetings had to be cancelled due to not having a quorum. Back in 2003, Mayor Clark and two other City Councilors thought there needed to be a rule in the resolution that addressed members with absenteeism issues—and they also thought that if they combined the two committees, there would be a better attendance rate.

As such, Chair Herb will ask the Council at the Feb. 2nd meeting if they'd like to see the VCC work on adding procedural language to the Resolutions.

Thank you,

Dawn M. Wilson, CMC

Deputy City Recorder

City of Keizer

930 Chemawa Road NE

Keizer, OR 97303

<https://www.keizeror.gov/>

Phone: 503.856.3418

Fax: 503.393.9737



1 CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

2
3 Resolution R2025- 3558

4
5
6 AMENDING COMMUNITY DIVERSITY ENGAGEMENT
7 COMMITTEE; **AMENDING RESOLUTION R2021-3225**

8
9 WHEREAS, the City Council adopted Resolution R2020-3135 (Adopting Keizer
10 Statement of Values-Justice, Equity, Diversity and Inclusion) on December 7, 2020;

11 WHEREAS, the Community Diversity Engagement Work Group was formed by
12 the City Council in April 2021 as part of the Goals and Work Plan;

13 WHEREAS, the Community Diversity Engagement Work Group made a
14 recommendation to the City Council to form a Community Diversity Engagement Committee;

15 WHEREAS, the Keizer City Council formed the Community Diversity Engagement
16 Committee by Resolution R2021-3225 on November 1, 2021;

17 WHEREAS, the Council wishes to amend the purpose section, membership section
18 and term of office section to change the appointment process for the members;

19 NOW, THEREFORE,

20 BE IT RESOLVED by the City Council of the City of Keizer that Resolution R2021-
21 3225 (Establishing Community Diversity Engagement Committee) is hereby amended by
22 replacing Appendix "A" with the attached Appendix "A", and by this reference made a part
23 hereof.

24 BE IT FURTHER RESOLVED, upon passage of this Resolution, all current appointed
25 voting member positions shall be vacated and new appointments shall be made to conform
26 with these new terms of office and membership.

1 BE IT FURTHER RESOLVED that this Resolution shall take effect immediately upon
2 the date of its passage.

3 PASSED this 17th day of March, 2025.

4
5 SIGNED this 17th day of March, 2025.

6

7

8

9

10

11

12

Cathy Clark
Mayor

Melisa Biset
City Recorder

**Appendix “A”
City Council Committee**

Name: Community Diversity Engagement Committee

Purpose: To act in an advisory capacity to the Keizer City Council and to advise on action for community engagement by:

1. Listening to understand. Keizer wants to let everyone know we are all included when we talk about the Keizer community and are important for our community to thrive holistically.
2. Using what is heard to create recommendations for action plan(s) for increasing community engagement and communication on progress in civic processes.
3. Acting on the values included in the Resolution R2020-3135 for Justice, Equity, Diversity and Inclusion.
4. To assist in developing action plans to be recommended for Council approval for community engagement in civic processes in the following areas:
 - a) Collaboration with Council, other city committees, commissions and neighborhood associations to increase active participation and recommend culturally responsive actions.
 - b) Collaboration with other organizations (historical/cultural/arts, business organizations, faith community, community based organizations, education, and additional sectors not usually included).
 - c) Collaborating in community opportunities to have conversation, celebration, relationship building, and community events.
 - d) Recommending additions or subtractions of national observances/commemorative/heritage months.
 - e) Help develop metrics and yearly report on tasks identified and the data needed to better understand culturally responsive provision of services and public participation.
 - f) Assist in identifying leaders and build leadership capacity of underrepresented and underserved communities.
 - g) Create a youth engagement plan for Council consideration.
5. Develop promotional content specific to outreach and engagement for Council consideration and approval.

Membership: The Committee shall consist of seven voting members. Each member shall be appointed by a member of the City Council. The member shall be appointed to a position corresponding with the position of the Council member responsible for their appointment. The Council will appoint a non-voting Council liaison to the Committee. The Council may appoint a voting Youth liaison to the Committee pursuant to the Council Rules of Procedure. The Committee will be staffed by a non-voting staff liaison to be appointed by the City Manager.

Term of Office: Each member of the Committee shall be appointed for a two-year term. The appointments will be announced and the term will begin at the first Council meeting in January of each odd numbered year, following the general election. If an appointed member is unable to serve the term for which the member is appointed or an appointed member resigns prior to the completion of the term, the Council member responsible for this position shall appoint another individual to finish the term. If a Council office is vacant for any reason, the replacement Council member may, at their option, replace the appointed member. There will be no term limits for members of the Committee.

Chair and Vice-Chair: The Committee will elect the Chair and Vice-Chair at the first meeting of each calendar year.

Meetings: Members of the Committee shall establish a regular meeting date and shall meet as deemed necessary by the Chair. All meetings of the Committee shall follow Robert Rules of Order Newly Revised and the Oregon Public Meeting Laws.

There shall be an annual joint work session with Council.

Attendance: It is the duty of each member to attend at least 75% of the meetings each calendar year. When a member is unable to attend a meeting, the member shall notify the Chair. Members of the Committee may be removed by a two-thirds majority vote of the City Council.



City of
KEIZER

Strategic Plan 2026-2030

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

503-390-3700

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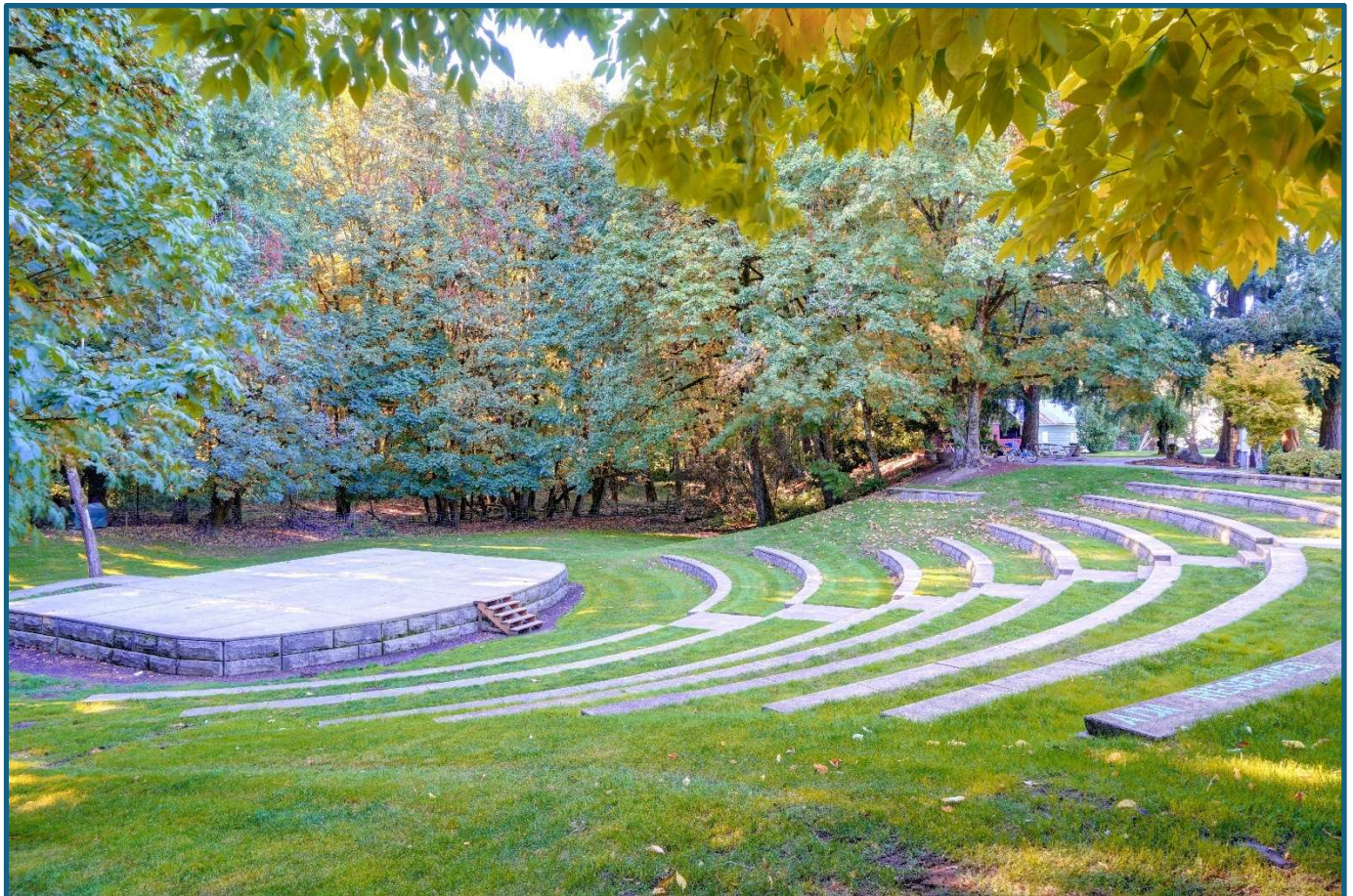
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MESSAGE FROM THE STRATEGIC PLANNING TEAM

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

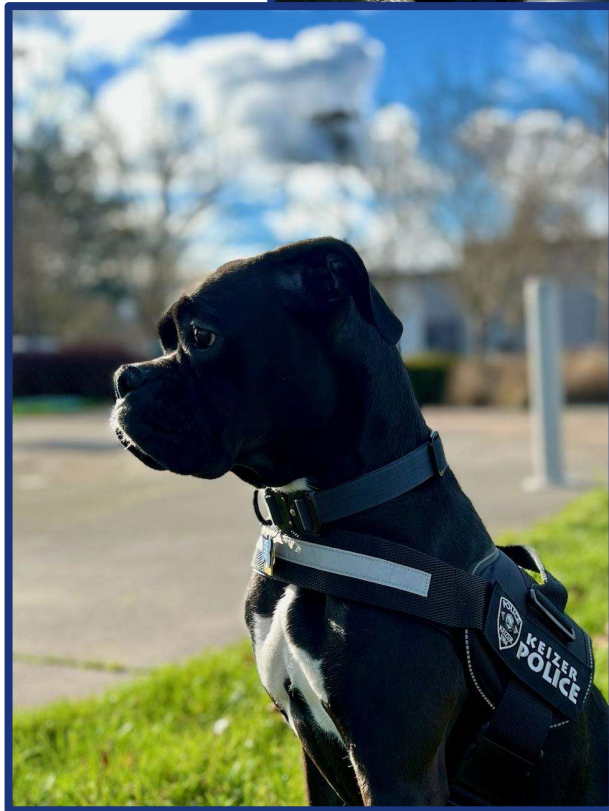
- Fully staffed Police Department
- Reduced graffiti and crime in parks and neighborhoods
- Preparation for continuity of operations and hazard mitigation in emergencies
- Reduce unlawful camping and unauthorized use of public and private property
- Complete Emergency Operations Plan revision

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