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To provide oral comments via electronic means, please contact the City Recorder's Office no later than 2:00 p.m. on the day of the meeting. Most regular City Council meetings are streamed live through www.KeizerTV.com and cable-cast on Comcast Channel 23 within the Keizer City limits.



KEIZER COMMUNITY DIVERSITY ENGAGEMENT COMMITTEE
AGENDA

Thursday, April 2, 2026, 6:00 PM
KEIZER FIRE DISTRICT
Community Room
661 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. **ANNUAL VOLUNTEER RECOGNITION**
3. **APPROVAL OF MINUTES**
 - a. **March 2026**
4. **APPEARANCE OF INTERESTED PERSONS**
5. **PRESENTATION BY KEIZER PUBLIC ARTS COMMISSIONER BECKA BONNER**
6. **REVIEW THE MARCH 30TH JOINT WORK SESSION**
7. **OTHER COMMITTEES PRESENTING AT A CDEC MEETING**
 - a. **List of CDEC Members and their Assigned Committees**
8. **COMMITTEE MEMBER REPORTS**
9. **NEIGHBORHOOD ASSOCIATION REPORTS-OUT FROM CDEC MEMBERS**
10. **OTHER BUSINESS/STAFF LIAISON REPORT**
 - a. **2026 Speaker List**
 - b. **Letter to the School District ~ Draft**

c. Review the 2026-2030 Strategic Plan for CDEC and Member Comments

11. MEMBER REPORTING TO COUNCIL ON APRIL 20TH AT 6PM: CHAIR TAMMY KUNZ

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, March 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 (6:15)
Elaine Wilson
Faustos Ramos, Vice Chair
Council President Starr

Absent:

Guillermo Rodriguez
Open Position
Open Position - Youth Liaison

Staff:

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

Approval of Minutes

a. February 2026

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

Appearance of Interested Persons

Jacqueline Green, Keizer, Greater Northeast Keizer Neighborhood Association, recapped the recent meeting in which Chief Copeland attended and shared statistics on calls, arrests, and riot cases with the youth. Chief Copeland explained how criminal investigations work and the number of hours to resolve cases. He spoke about the police services fees and how they have been reviewed for operating purposes and the impact to commercial and residential addresses.

Guest Speaker

Hazel Lemon, Keizer Branch Director, Boys and Girls Club of Salem, Marion and Polk Counties, shared about the Keizer Branch. Their average attendance was around 42 members daily and fluctuated seasonally. They have several different programs ranging from science projects, art projects, homework assistance, and serving a meal every day. They can play outside or use the school gymnasium. The most important thing they did was build positive relationships between the children and staff.

Hazel Lemon noted that the funding was through the City of Salem, Marion, and Polk Counties Boys and Girls Club. The monthly fee was \$30 plus a \$25 annual membership fee, but there were scholarships available that would typically reduce the monthly fee to \$15. It was noted that donations could be made, and they could probably earmark the donations to the Keizer branch and to particular programs.

Larry Porter inquired about educational support programs. Hazel Lemon explained that while they don't have dedicated homework help since most elementary students don't receive much homework, they incorporate educational moments into activities and are available to help students who request it. They take a "sneaky" approach by embedding learning opportunities into crafts and activities.

Robin Barney suggested that the Keizer Network of Women (K.N.O.W) may be able to help non-profits.

Joint Work Session (March 30th) ~ Preparation

a. Action Items 2025- 2026

The Committee reviewed a document prepared by Deputy City Recorder Dawn Wilson outlining their action items and accomplishments. Chair Kunz began with the training video update, and Robin Barney reported that the goal completion date was May 11th, but they had missed the deadline to get the script to the Council due to a lack of response from Ashley at the trio. Robin indicated she might need to drive down to get the script completed, noting this was a hard deadline.

Discussion ensued about the timeline challenges. Assistant City Manager Tim Wood noted that City Council meets on the first and third Mondays, requiring submission the week before meetings. Council President Starr expressed concern about the tight timeline, especially given the Council's upcoming long-range planning and budget sessions. She noted that previous items like postcards had required multiple council reviews.

The Committee discussed whether the video was specifically for the Community Diversity Engagement Committee (CDEC) volunteer recruitment or general city volunteer recruitment. Robin Barney clarified that her understanding was that it was intended for the Volunteer Coordinating Committee to help people complete applications and understand the process, though there had been some confusion about the scope. The discussion revealed different interpretations of the project's purpose.

After considerable discussion about timelines and staff workload, the Committee agreed to target March 16th for script completion, allowing time

for staff review, legal review, and council approval before the May 11th production deadline.

Regarding CDEC cards, Assistant City Manager Tim Wood reported that changes have been finalized by the City Council, and printing should begin by the end of the month. The off-site meeting at Keizer Fire District for April 2nd was confirmed, with marketing campaigns planned to notify the public of the location change.

The community barbecue discussion revealed that the original Blast Camp partnership had changed format, with the Police Department returning to their old multi-day school-based program rather than the park event. This left the barbecue proposal without its original partner. Various alternatives were discussed, including partnering with neighborhood family councils, Claggett Creek Watershed Council cleanup, or other City events. Larry Porter, who had proposed the barbecue, agreed to put the item on hold until a suitable partnership could be identified.

The committee also reviewed other action items, including All Nations Day (placed on pause), National Night Out participation, and potential Keizer Fest tabling opportunities.

Council President Starr provided guidance on streamlining the work session document, suggesting it focus simply on what was accomplished in 2025 and what's planned for 2026, with target dates for accountability. She recommended removing duplicative items and ensuring the Committee had clear, achievable goals with defined roles for National Night Out neighborhood outreach.

The Committee agreed that all members would send their feedback on the document to Deputy City Recorder Dawn Wilson by March 20th, allowing her to synthesize the input into a cohesive presentation for the March 30th work session.

The Committee agreed that members would send their feedback on the document to the Deputy City Recorder by March 20th, allowing her to compile the input into a complete list for the March 30th work Session.

Council President Starr suggested the following to prepare for the Joint Work Session with the City Council on March 30, 2026:

- **Simplify the Council Work Session document** to focus only on accomplishments and future goals.
- Structure the document as: 1) **2025 accomplishments**, and 2) **2026 planned activities**.

- **Include target completion dates** in the 2026 section to give City Council clear expectations for deliverables.
- **Remove duplicative or unnecessary items** from the document (e.g., Blast Camp participation if the Committee was not directly involved).
- **Remove the Council reporting item** because monthly reporting was already expected of all committees.
- Revise the work session document to reflect **2025 accomplishments and 2026 goals only**, removing excess bullets and duplicative items.
- Include **target dates for 2026 initiatives**, so Council knows when to expect updates or deliverables.
- Identify **off-site meeting opportunities** for future meetings.
- Explore combining the **community barbecue concept with All Nations Day** if the barbecue proceeds.
- Develop a **clear plan for National Night Out outreach**, potentially assigning members to specific neighborhoods to encourage participation and community involvement.
- Prepare to **clarify and explain the Community Outreach and Listening Efforts item**, including how it will be implemented.
- Develop ideas for implementing **inter-committee collaboration initiatives in 2026**.
- Send feedback and suggestions on the document to the Deputy City Recorder and Mr. Wood **by March 20th**.
- Staff to compile and synthesize committee feedback into a **concise work session document (approximately 2–3 pages)** for review prior to the Council Work Session.

**Discussion on
Establishing a Policy
for the Attendance
Requirement (75%
Rate in Resolution
Appendices)**

**a. Input Requested
on Attendance
Policy, History,**

Mr. Wood explained that the Volunteer Coordination Committee (VCC) had requested all Committees review and provide feedback on a proposed

and CDEC Resolution

attendance policy. While Committee resolutions already specify a 75% attendance rate, there was no policy outlining what happens when members don't meet this standard.

Committee members engaged in extensive discussion about the appropriateness of the 75% threshold. Robin expressed that she felt 75% was too low, believing that when people volunteer for something, they should commit to 100% attendance barring extraordinary circumstances. She emphasized that volunteering requires accountability and responsibility, and that other committee members have to pick up the work when someone is frequently absent.

Elaine Wilson raised mathematical concerns about the 75% figure, noting that for Committees meeting 12 times per year, missing 2.5 meetings would technically meet the threshold, but you can't miss half a meeting. She suggested that missing 3 meetings per year (about 70% attendance) might be more practical, with the caveat that missing two consecutive meetings should be avoided as it severely impacts continuity.

Ms. Wilson also noted that different Committees have different meeting schedules — for example, the Budget Committee meets less frequently, so missing one meeting could represent 50% of their annual meetings, making the standard percentage less applicable across all committees.

Larry Porter supported higher standards, arguing that if people commit to serve, they should be present except for genuine emergencies. He compared it to employment, noting that 12 meetings per year out of 365 days should be manageable for committed volunteers.

Fausto Ramos questioned whether attendance issues might indicate problems with committee engagement or effectiveness, wondering if members feel their participation is meaningful and productive.

The discussion also covered the proposed 48-hour advance notice requirement for absences. Council President Starr expressed concern about this rigid requirement, noting that family emergencies, illness, or sudden work travel might not allow for such advance notice. The committee agreed to modify this to require "as much notice as possible" rather than a hard 48-hour deadline.

Chair Kunz emphasized the importance of Committee Chairs reaching out to members who miss meetings to check on their well-being and identify any barriers to attendance. The goal should be understanding what support might be needed rather than immediately moving to removal.

The Committee ultimately agreed to support the 75% attendance standard while **recommending that the policy specify calendar year rather than rolling 12-month periods for clarity**. They also **supported the modified**

language about giving notice "as much as possible" when unable to attend, and emphasized the importance of supportive outreach from Chairs and City staff when attendance issues arise.

Review Strategic Plan Goals for the CDEC

a. 2026-2030 Strategic Plan

Mr. Wood briefly noted that the Strategic Plan was a five-year document, and there was no immediate urgency to address it in detail at this meeting. He mentioned that a scorecard would likely be developed to help City staff be accountable to the plan's goals and that this might be something for the committee to review in the future. Council President Starr asked if there were any specific CDEC-related elements that would be important to address at the Work Session, but Mr. Wood indicated there were none at that time.

Committee Member Reports

There were no Committee Member Reports.

Neighborhood Association Reports-Out from Committee Members

There were no additional Neighborhood Association Reports-Out from Committee Members beyond Jacqueline Green's earlier presentation.

Other Business/Staff Liaison Report

Assistant City Manager Tim Wood shared that the April 2nd meeting would be at the Fire District. Mr. Wood shared that the rack cards should be ready in the next week or two, and that some folks have received the invitation to take the Citizen Survey.

Council President Starr shared that there would be a Council Work Session on Saturday, March 7th, at 9:00 a.m. on the Police Fee and maintaining the department's staffing level.

Member Reporting to Council ~ March 16th at 6pm

Robin Barney would report to Council on March 16th.

Chair Kunz shared the upcoming annual Event Center Clean-up on March 14, 2026.

Chair Kunz asked to table the Letter to the School District for next month, and encouraged the members to get feedback to the Deputy City Recorder. Mr. Wood noted that once the letter was completed by the CDEC, it would still need to be reviewed by staff.

Adjourn

Meeting adjourned at: 7:43 p.m.

Minutes approved: _____

| | A | B | C | D |
|----|--|--|-------------------------------------|---------------------|
| 1 | CDEC Members Assigned to Arrange for a City Committee Member to Present at a CDEC Meeting - 2026 | | | |
| 2 | | | | |
| 3 | CITY COMMITTEE | Members attending CDEC Mtg | CDEC Mtg DATE | ASSIGNED |
| 4 | | | | |
| 5 | Budget Committee AND General Fund Long Range Planning Task Force AND Audit Committee (<i>they all have same members</i>) | | February 5th and/or March 5th | Fausto Ramos |
| 6 | | | | |
| 7 | Keizer Public Arts Commission | Becka Bonner | April 2nd | Robin Barney |
| 8 | | | | |
| 9 | Parks and Recreation Advisory Board | | June 4th | Tammy Kunz |
| 10 | | | | |
| 11 | Planning Commission | Larry Scruggs | July 2nd | Elaine Wilson |
| 12 | Emergency Planning Committee | Rhonda Rich: rhondarich9@aol.com | July 2nd | Robin Barney |
| 13 | | | | |
| 14 | Multi-Modal Safety Committee | Chair Mike DeBlasi | August 6th | Larry Porter |
| 15 | | | | |
| 16 | Volunteer Coordinating Committee | | September 3rd | Guillermo Rodriguez |

CDEC ~ Guest Speaker List (2026)

| Month | Topic | Organization | Contact | CDEC Member |
|-----------|----------------|-----------------------------|-------------|-------------|
| March | Current work | Boys and Girls Club | Hazel Lemon | Chair Kunz |
| April | Radness Ensues | | Becka | |
| May | | School Board | | |
| June | | Salem Leadership Foundation | Jen | |
| July | | | | |
| August | | Early Learning Hub | | |
| September | | The Rec – Valor Mentoring | | |
| October | | Liberty House | Kyle | |
| November | | | | |
| December | | | | |
| | | | | |

Tammy Kunz

2001 Kennedy Cir NE

Keizer Or 97303

971-701-3008

Tammykunz72@gmail.com

Subject: Urgent Complaint: Formal Report of Bullying – Community Concerns

Dear Salem Keizer School Board President or/ Superintendent],

I am writing to formally report ongoing bullying and harassment involving our community children. My name is Tammy Kunz and I am chair of the Keizer Community Diversity Engagement Committee and we have had some concerns come before us.

It has come to our attention that families have tried to resolve this with schools and have been unsuccessful at doing so. When families come and ask for help with concerns it our job and you to take those seriously and find ways to get them resolved. Despite previous reports to [Teacher/Principal Name] on [Date], the behavior has not stopped, and the school has failed to implement its anti-bullying policy.

Elaine; the information below is needed from the school website; How can we work around this part?

Incident Details:

- **Date(s):** [Date(s) of incident(s)]
- **Location(s):** [e.g., cafeteria, bus, online]
- **Description:** [Specific, factual account of what occurred—e.g., verbal abuse, physical harm, cyberbullying, names of aggressors].
- **Witnesses:** [Names of teachers or students who saw the incident].

Impact:

This bullying has caused these families and children involved to experience [e.g., severe

emotional distress, fear of attending school, declining grades, physical injuries]. I because of fear this is wrong, families who fight with kids to get them to go to school,

Requests for Action: they have this do we include this?

In accordance with [District Name] Anti-Bullying Policy, I request the following actions within [e.g., 5 business days]:

1. A formal, written investigation into these incidents.
2. Immediate safety measures to protect my child.
3. A meeting with administration to discuss a safety plan (e.g., IEP/504 meeting).
4. A copy of the district's written report of this investigation.

We expect a prompt response regarding the steps that will be taken to resolve this situation.

Sincerely,

[Your Name]

[Your Address]

[Your Phone Number]

[Your Email]

[DATE]

Salem-Keizer School District

Attn: **Superintendent [Name] and Salem-Keizer School Board**

2575 Commercial St. SE

Salem, OR 97302

Re: City of Keizer Support for Salem-Keizer School District Anti-Bullying Efforts

On behalf of the **Keizer City Council**, we are writing to express our strong support for the Salem-Keizer School District's ongoing efforts to prevent and respond to bullying and intimidation in schools. Creating safe, welcoming learning environments is essential for student well-being, academic success, and the long-term health of our community.

The City recognizes that bullying is not only a school issue—it affects families, neighborhoods, and the broader community. We appreciate the District's continued focus on prevention, intervention, and accountability, and we encourage sustained work in partnership with students, families, educators, and community-based organizations.

- 1. Clear policies and definitions** that are consistently communicated to students, families, and staff, including how to report concerns and what to expect after a report is made.
- 2. Standardized reporting procedures** available through multiple channels (in-person and confidential options, age-appropriate methods, and accessible language) so students and families can report incidents without fear of retaliation.
- 3. Consistent incident tracking and documentation protocols**, including the ability to identify patterns across schools, grade levels, and repeated behaviors, while maintaining student privacy and applicable confidentiality requirements.
- 4. Regular internal review and transparent summary reporting**, such as periodic district-level reporting to the School Board using aggregated data, so progress and areas needing improvement can be clearly understood.
- 5. Staff training and support** to ensure administrators, teachers, and support staff have the tools to respond consistently and trauma-informed, and to ensure incidents are not minimized or left unaddressed.
- 6. Family communication procedures** that promote timely, appropriate updates while balancing confidentiality requirements, and that help families understand available supports and next steps.

The City Council stands ready to support these efforts within our local government role. We welcome opportunities to collaborate—whether through joint community education,

coordination with local service providers, participation in forums or listening sessions, or other cooperative efforts aimed at prevention and early intervention.

Thank you for your leadership and your commitment to student safety. Please accept this letter as an affirmation of the City of Keizer's support for the Salem-Keizer School District's continued work to address bullying, strengthen reporting systems, and ensure every student can learn in an environment that is safe and respectful.

Sincerely,

Keizer City Council City of Keizer, Oregon

[Mayor Name], Mayor

[Councilor Name], Council President

[Councilor Name], Councilor

[Councilor Name], Councilor

[Councilor Name], Councilor

[Councilor Name], Councilor

[Councilor Name], Councilor

cc: **Keizer City Manager**

cc: **Keizer Police Chief** (optional)

cc: **SKSD Student Services / Safety & Risk** (optional)



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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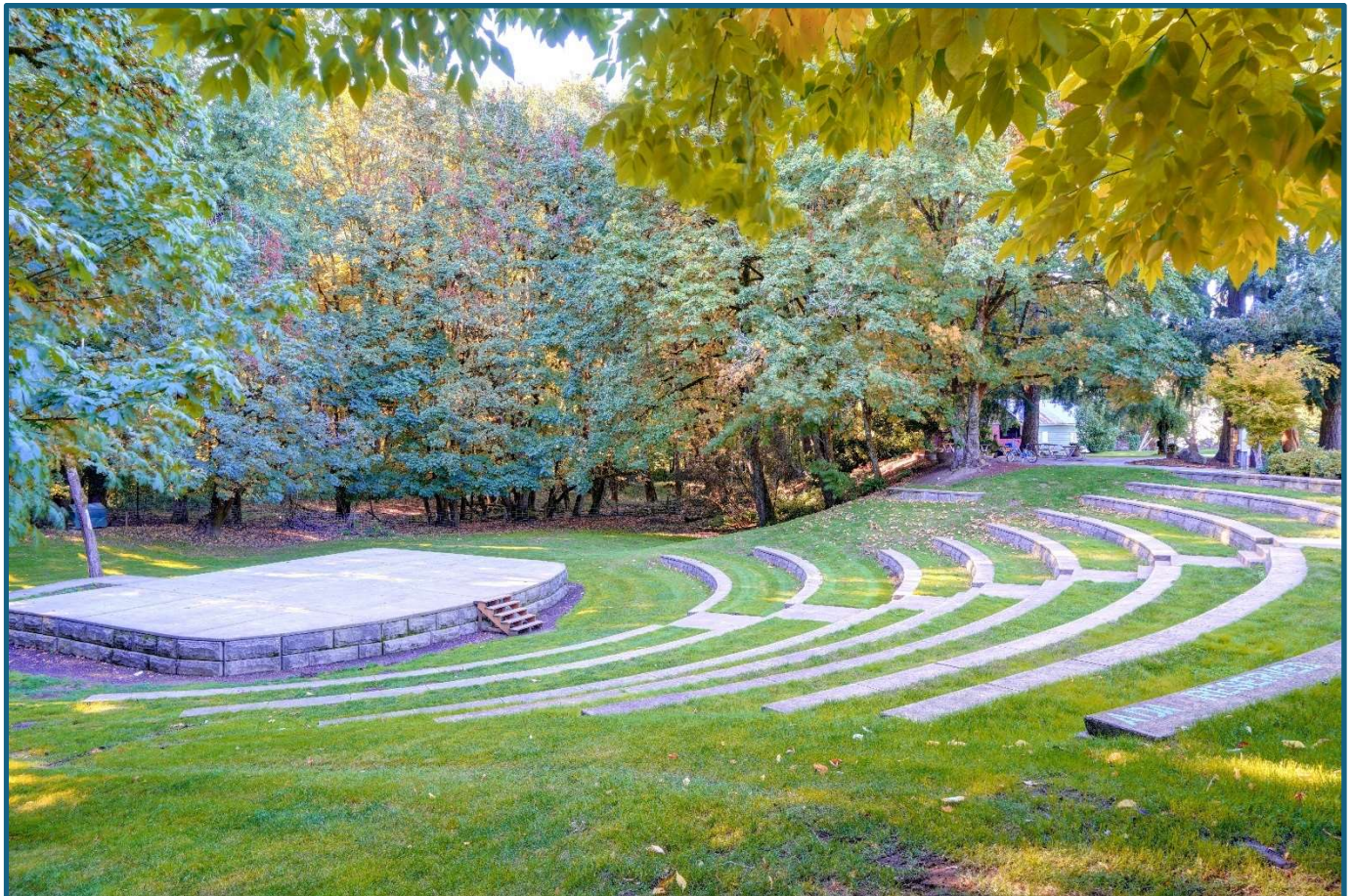
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MESSAGE FROM THE STRATEGIC PLANNING TEAM

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

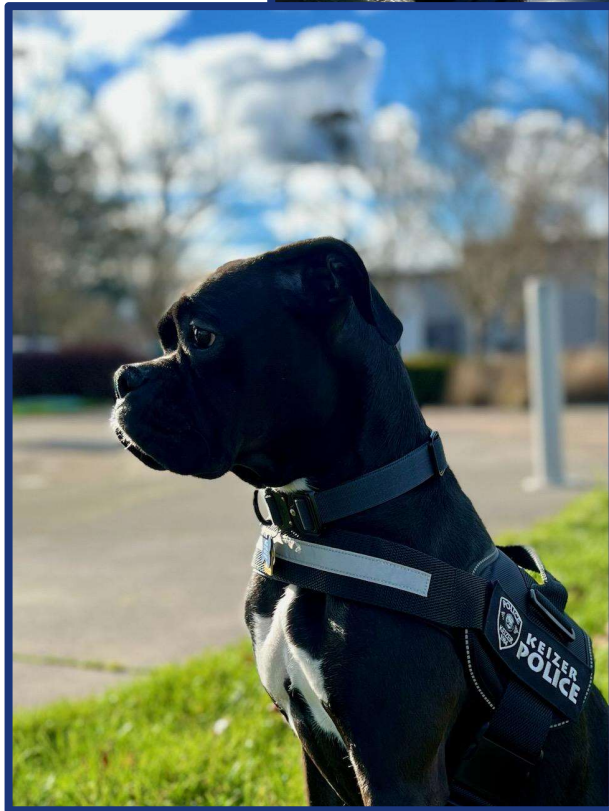
- Fully staffed Police Department
- Reduced graffiti and crime in parks and neighborhoods
- Preparation for continuity of operations and hazard mitigation in emergencies
- Reduce unlawful camping and unauthorized use of public and private property
- Complete Emergency Operations Plan revision

| 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

Wilson, Dawn

From: advertising keizertimes.com <advertising@keizertimes.com>
Sent: Friday, March 20, 2026 9:40 AM
To: Wilson, Dawn
Subject: Comments re: Strategic Plan

CAUTION: This email originated from **Outside Your Organization. Exercise caution when opening attachments or on clicking links from unknown senders. Please **contact Information Technology for assistance.****

Good Morning Dawn

I hope you are planning a relaxing weekend~

I reviewed your document regarding our accomplishments for 2025 and our goals for 2026; you are spot on.

The following are my comments regarding the 2026-2030 Strategic Plan comments and where the CDEC can participate:

Introduction: The CDEC is ready and capable to help with “enhance arts and culture programs to strengthen community engagement through events and activities that will educate the community regarding differences between cultures and help the community better understand the differences.

Mission and Vision Statements: I my opinion the CDEC should mirror the values and mission of the City we serve.

Strategic Plan Goals: The CDEC will be able to assist with a higher standard of livability in Keizer by educating the Community about the diverse group of cultures living in Keizer. By efficient, effectively and responsibly planning events and activities that will enlighten the community. Our Communications to the public will need to be clear and deliver a message that we intend to create a welcoming community for everyone.

Goal 2 - Transportation & Infrastructure: I see a possibility that the parks and recreational areas may have elements of various cultures of Keizer displayed in general content.

Goal 4 - Operational Excellence and Community Centered Quality Service: It is the responsibility of CDEC to create venues that will strengthen community interaction and engagement and to community all gathered information to the Keizer City Council.

Goal 5 - Fostering an Engaged Community: This is where the CDEC will be most valuable, our task is to educate the community regarding individual and cultural differences. We can provide education to the community through events, forums, and out reach, then take this information to the City Council and assist the City in implementing avenues and cultural awareness within City policy’s, culture and priorities. It is most important that the information we gather is meaningful, valuable, and implemented in the Keizer City culture.

Goal 6 - Community Growth: This is another area the CDEC can be valuable by making sure that the City Council has the best information regarding the values of the Keizer Residents so that their decisions will reflect the Keizer Residents and in turn attract others of like mind thinking to our community, by moving here as a resident or bring their business to Keizer. As far as housing it should be mandator for developers to make sure there is a variety of green space available.