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A G E N D A

KEIZER CITY COUNCIL WORK SESSION

Monday, December 14, 2020

6:00 p.m.

Robert L. Simon Council Chambers

930 Chemawa Road NE

Keizer, Oregon 97303

1. **CALL TO ORDER**

2. **ROLL CALL**

3. **DISCUSSION**
 - Keizer City Council 2019-2020 Goal Review

4. **ADJOURN**

City of Keizer 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

CITY COUNCIL GOALS – 2019/2020
Adopted April 1, 2019

Short Term Goals

Charter Review

- Create Charter Review Committee
- Revise Section 44 of Charter
- Overall Updates to Charter
- May 2020 Ballot – Fall back date November 2020

Urban Growth Boundary

- Completion of Studies and Recommendations
- Continue Community Engagement

Community Outreach

- Community Makeup – demographics and diversity
- Scorecard of the changes made and their effectiveness
- Recruitment and Training for Volunteers
- Youth Engagement

Begin Parks Master Plan Update

- Engage Youth Sports Groups in Process

Youth Councilor Program

- Increase recruitment – private and home school
- Revisit experience – what do they want out of experience

City Staffing and Levels of Service

- Current Services
- Demand for Services
- Unfunded Mandates/Available Funding
- Staff Diversity

Long Term Goals

City Staffing/Level of Service

- Strategic Plan

Urban Growth Boundary

- Determine Direction after Short Term Studies

Transportation Systems Plan Update

Complete Parks Master Plan Update

2019 - 21 City Council Goals

Business Plan for Completion within 24-months

Goal to accomplish a Charter review and revision: Work with Mayor, City Council, and City Attorney to establish a Charter Review Task Force to evaluate the City Charter against the LOC model charter, and, if the City Council determines to do so, place a Charter Revision ballot measure on the next practicable general election.

- ◆ **Work with Mayor, City Council, City Attorney and members of a Charter Review Task Force to evaluate the City’s currently adopted charter to see if a revision is warranted.**

Next Steps:

<u>Task</u>	<u>Next Steps</u>	<u>Who</u>	<u>% Goal</u>	<u>FY</u>	<u>Update</u>
Establish Charter Review Task Force	◆ City Council to initiate Task Force for the purposes identified above.	City Council City Attorney City Manager	10	2019-21	1/6/20 – The Charter Review Task Force has been created and this task is complete.
Charter Review Task Force meets	◆ Task Force to review Charter ◆ Task Force to make recommendation(s) to City Council for revision(s)	Charter Review Task Force City Attorney	50	2019-21	1/6/20 – The Charter Review Task Force has met several times and is processing through recommended changes to the existing City Charter versus the LOC Model Charter. 12/2/20 – This process is complete
City Council votes to initiate ballot measure for Charter revision(s) on General Election	◆ City Council to vote at a regular meeting of the City Council	City Council City Attorney City recorder City Manager	10	2019-21	12/2/20 – City Council voted on charter amendments to send for public vote on the November, 2020 ballot. This step is complete.
Place measure on ballot for General Election	◆ City Recorder and City Attorney to work up ballot measure for City Council approval and place on ballot for General Election	City Attorney City Recorder	30	2019-21	2/2/20 – Measure was placed on November 2020 ballot and the proposed changes were approved by the electorate. This step is complete.

Total % of Goal Completed to date

100

2019 - 21 City Council Goals

Business Plan for Completion within 24-months

Goal to Complete steps necessary to gather all data required for a community wide UGB discussion: Complete gathering all data and finish all research necessary to engage the community is a meaningful way to determine the future of Keizer’s portion of the UGB.

- ◆ Complete analysis of River Road business district opportunities and strategies through ODOT grant.
 - ◆ Complete Transportation analysis for UGB discussion
- ◆ Conduct community outreach to discuss UGB topic.
 - ◆ Develop policy direction on UGB topic.

Next Steps:

<u>Task</u>	<u>Next Steps</u>	<u>Who</u>	<u>% Goal</u>	<u>FY</u>	<u>Update</u>
Complete downtown core strategies plan	<ul style="list-style-type: none"> ◆ Develop a plan to enhance and take advantage of all of the opportunities associated with a strong downtown business district along River Road. 	Com Dev Dir Planning Com City Attorney City Manager City Council Finance Dir	25	2019-21	6/01/2019 – HNA/BLI completed, along with a draft Keizer Housing Strategy document. The HNA/BLI showed a deficit of available lands and therefore could not be adopted. The Advisory Committee recommended (in the draft housing strategy document) not to expand UGB, but rather accommodate as much growth within the existing boundary and coordinate with Salem for the remainder. 1/6/20 – The River Road Revitalization study has been completed and City Council has adopted the plan. The Cost of Growth study has also been completed. 9/2020 through Spring 2021 – A technical update to the HNA/BLI is underway to determine how much additional capacity has been realized through the adoption of the RCOD. The intent is that after updating this work, we will pursue adopting the HNA/BLI.
Transportation analysis for UGB scenarios	<ul style="list-style-type: none"> ◆ Perform transportation system analysis based on UGB scenarios. 	Com Dev Dir	25	2019-21	12/2/20 – The cost of growth for the transportation system based on a number of different scenarios has been completed and accepted by the City Council.
UGB Discussion community outreach	<ul style="list-style-type: none"> ◆ Develop community outreach strategy to discuss the UGB topic with citizenry. ◆ Execute community outreach program and gather input. 	Com Dev Dir City Attorney Planning Com City Council City Manager Finance Dir	25	2019-21	12/2/20 – Work has not yet begun on this task.

Develop policy direction on UGB topic	◆ Deliberate EOA/HNA data and public comment to develop policy direction on UGB topic.	Com Dev Dir Planning Com City Attorney City Council City Manager	25	2019-21	12/2/20 – Work has not yet begun on this task.
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2019 - 21 City Council Goals

Business Plan for Completion within 24-months

Goal to continuously expand community engagement: Continue to identify opportunities to engage with all cultures and groups of people within the community to provide an opportunity for all peoples to positively interact and have influence within their City government.

- ◆ **City Council holds public forums and performs outreach to actively engage with the community in many venues.**

◆ **The City Council should develop strategies for ongoing positive community involvement and consider adopting them in.**
- ◆ **Work with community partners to develop forums and opportunities for positive communications between all members of the community and the City Council.**

Next Steps:

<u>Task</u>	<u>Next Steps</u>	<u>Who</u>	<u>% Goal</u>	<u>FY</u>	<u>Update</u>
Continue community outreach	◆ City Council to continue to find opportunities to outreach to the community in as many ways as possible	City Council City Manager City Attorney City Recorder	50	2019-21	5/15/17 - The City Council wishes to continue expanding the ways in which they outreach and engage with all members of the Keizer Community. 11/26/18 – Staff has begun publishing a number of documents including our City Council agenda on our webpage in Spanish in an attempt. We are looking at other documents, forms, and processes where we can publish in Spanish as well. 1/6/20 – Staff is utilizing the electronic reader board in front of City Hall to public PDA information in both English and Spanish. 12/2/20 – The City now employs the services of a Spanish interpretation service to broadcast our City Council meetings, work sessions, and Budget Committee meetings in Spanish in real time. This also allows us to receive comments from Spanish speakers in real time for public testimony.
Consider adopting an inclusivity resolution declaring our intent to be a welcoming community for all peoples	◆ Council to direct staff to create an inclusivity resolution for consideration	City Council City Manager City Attorney City Recorder	10	2019-21	11/26/18 – City Council has held a work session on the topic and has discussed the adoption of an inclusivity resolution a number of times but has not yet adopted one. 12/2/20 – many work sessions and public hearings were held and a draft statement has been created for Council review at the first City Council meeting in December.
Develop benchmarks	◆ Develop benchmarks to evaluate progress on this continuing goal	City Council City Manager	20	2019-21	1/6/20 – Three benchmarks that could be adopted to measure outreach efforts could be 1. A measure of the number of different places where multiple languages are employed to provide information (Agenda, Reader Board, Facebook/Twitter posts, Website, Forms and documents, etc. 2. Measure the number of different meetings attended by City Councilors that promote outreach across cultural barriers. 3. Number of Spanish Speaking staff available to interact with community members.

Explore implicit and explicit bias in our recruitment and interview process to remove barriers, if any, to diversification of the workforce at all levels.	◆ Hire consultant or evaluate in house to review our recruitment methods, application process, and interview process for potential implicit bias.	HR Director	10	2019-21	12/2/20 – HR staff has evaluated the existing recruitment and interviewing processes to identify opportunities for improvement utilizing strategies and checklists suggested by a number of external parties such as NEOGOV, Multnomah County Workforce Equity, IPMA-HR, Partners in Diversity and others. While the majority of our current processes already meet recommendations, there are some areas where we can improve such as consistently ensuring more diverse interview panels and reviewing the elements of implicit bias immediately prior to interviews. This work is ongoing and continuous.
Train volunteers and staff on inclusivity, implicit, and explicit bias.	◆ Explore and provide training for staff and volunteers to educate on implicit and explicit bias and diversity.	City Manager HR Director	10	2019-21	12/2/20 – HR staff has reviewed a number of diversity and implicit/explicit bias trainings through CIS, LOC, IPMA-HR, HBR, NEOGOV, Cascade Employers Assn. and other organizations to assess the currently available curriculum in order to determine whether existing resources will meet our needs or it is necessary to work with a consultant to develop customized training for us. Following the introduction of the Core Values, HR staff will work with Leadership to determine what is appropriate to incorporate into our annual trainings and our new hire on-boarding process.

Total % of Goal Completed to date

75

2019 - 21 City Council Goals

Business Plan for Completion within 24-months

Goal to update the Parks Master Plan: Initiate process of reviewing and updating the Parks Master Plan.

- ◆ **Initiate dialogue with citizens and Keizer youth sports groups to evaluate needs throughout the community as the Keizer Parks Master Plan is reviewed and updated.**

Next Steps:

<u>Task</u>	<u>Next Steps</u>	<u>Who</u>	<u>% Goal</u>	<u>FY</u>	<u>Update</u>
Initiate public dialogue on future parks capital needs	◆ Conduct public outreach with the community and with Keizer based youth sports programs to determine the capital needs of the Keizer park system.	PW Director Finance Dir Parks Board City Manager	80	2019-21	12/2/20 – A consultant has been contracted with and the process of reviewing and updating the City’s Parks Master Plan has begun and is scheduled to be completed by April 30, 2020.
Adopt updated Parks Master Plan	◆ City Council to adopt the updated Parks Master Plan.	City Manager PW Director Parks Board City Attorney City Council	20	2019-21	12/2/20 – Work has not yet begun on this step

Total % of Goal Completed to date

25

2019 - 21 City Council Goals

Business Plan for Completion within 24-months

Goal to expand the Youth Council program: Work with Mayor, City Council, and Youth Councilor to expand the Youth Councilor/Liaison program.

- ◆ Further develop the Youth Council/liaison program where local high school students serve as representatives of Keizer youth on all City boards and commissions, where practicable and include both private school and home school students.

Next Steps:

<u>Task</u>	<u>Next Steps</u>	<u>Who</u>	<u>% Goal</u>	<u>FY</u>	<u>Update</u>
Expand program	<ul style="list-style-type: none"> ◆ City Council to expand youth Councilor program to include private school and home school students. ◆ Develop an interview process to ascertain what experiences the youth Councilors want to gain from the program and tailor the program to their needs. 	City Council Youth Councilor City Recorder VCC	100	2017-19	12/2/20 – this is a City Council driven goal which will never be fully accomplished but a number of youth councilors and liaisons have been appointed to a number of different City committees.

Total % of Goal Completed to date

50

2019 - 21 City Council Goals

Business Plan for Completion within 24-months

Goal to discuss and determine City staffing and levels of service: Work with Mayor, City Council, and the community to discuss what levels of service are desired by the citizens in general governmental areas like Community Development, Code Enforcement, Community Outreach, etc. and then determine appropriate funding to support those service levels.

- ◆ Determine appropriate City staffing levels for the levels of service desired by the community in General governmental service areas.
- ◆ Explore appropriate funding mechanisms to accomplish community-desired levels of service and staffing levels.
- ◆ Continue to evaluate all areas of the organization for implicit and explicit bias to remove barriers, if any, to staff diversification at all levels.

Next Steps:

<u>Task</u>	<u>Next Steps</u>	<u>Who</u>	<u>% Goal</u>	<u>FY</u>	<u>Update</u>
Determine community desired levels of service	<ul style="list-style-type: none"> ◆ Develop public forum for City Council, and Staff, and community discuss desired service levels for general governmental service areas. 	City Council City Manager Department Heads	25	2019-21	1/6/20 – A City Council work session has been scheduled for the 2 nd Monday in January 2020 to begin exploring potential City Staffing needs into the future. 12/2/20 - The Council work session on staffing levels was conducted and staff provided reports on each department to City Council for staff levels necessary to continue providing current or enhanced levels of service.
Evaluate staffing levels necessary to provide desired levels of service	<ul style="list-style-type: none"> ◆ Perform staffing analysis to determine staffing levels necessary to provide desired service levels. ◆ Determine fiscal requirement to support desired staffing levels. 	City Council City Manager Department Heads	25	2019-21	12/2/20 – Council provided feedback regarding interest in seeing some enhanced level of Code Enforcement and, potentially a community outreach position to help better engage with diverse communities within Keizer.
Explore funding mechanisms to support desired staffing levels	<ul style="list-style-type: none"> ◆ Explore funding sources to support staffing levels required to support desired levels of service. ◆ City Council makes determination on direction to take. ◆ Take necessary steps to implement City Council direction. 	City Council City Manager Department Heads	30	2019-21	12/2/20 – Work has not yet begun on this step

Continue to be conscious of potential implicit and explicit bias that could provide barriers to staff diversification at all levels

- ◆ Continue to evaluate policies, procedures, and practices to remove implicit or explicit bias that could potentially provide barriers to diversification of the staff at all levels.

HR Director
City Manager
Department Heads

10

2019-21

3/27/19 – This is an item that we are continually conscious of but will evaluate on an ongoing basis to ensure the strongest and most diverse staff with the highest skillset that meets the needs of the community and organization. 12/2/20 – Leadership has developed a set of core values that we believe either define our current culture and/or are aspirational in nature. These values will be used in recruitments and also to evaluate current employees, modifying, where possible, traditional measures that can act at barriers to entry for diverse applicants and to enhance vertical integration of diverse employees throughout the organization.

Total % of Goal Completed to date

50
