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CITY OF ZEELAND

2020 Strategic Action Plan

**As Adopted by the Zeeland City Council on
March 16, 2020**

FEEL THE ZEEL



ZEELAND CITY COUNCIL

Kevin Klynstra, Mayor
Sally Gruppen, Mayor Pro-Tem
Jim Broersma, City Councilmember
Rick Van Dorp, City Councilmember
Glenn Kass, City Councilmember
Mary Beth Timmer, City Councilmember
Phung Lam, City Councilmember

CITY MANAGEMENT TEAM

Tim Klunder, City Manager
Kevin Plockmeyer, Asst. CM/Finance Director
Andrew Boatright, BPW General Manager
Pam Holmes, City Clerk
Abby deRoo, City Marketing Director
Doug Engelsman, CWP Superintendent
Tim Maday, Community Development Director
Scott Nienhuis, Streets, Parks, Cemetery, Motor Pool Supervisor
Tim Jungel, Police Chief
Heather Wood Gramza, Library/Community Center Director
Steve Venlet, Facilities Maintenance Supervisor
Ross Tibbets, Fire/Rescue Chief



CITY VISION and Commitments to Achieve the Vision



City's Vision and Commitments to Spread Zeel in 2020

On an annual basis the Zeeland City Council and staff participate in a goal setting retreat/strategic planning session. The annual retreat proves to be beneficial in setting a strategic course of action for City Council and staff in the development of the budget for the fiscal year ahead; how we should focus project efforts in the current calendar year and beyond; and most importantly, to ensure adherence to the City's vision and commitments to achieve the vision through the development of specific action steps.

In 2020, City Council and the City's management team undertook this exercise on Monday, January 13 and Tuesday, January 14. The evenings included a review of the City's vision and commitments in order to ensure we are still on the right track in developing our community and that we are all working from the same understanding of what we are trying to accomplish; presentations by the City's management team on projects, programs, opportunities and challenges; and the identification of specific actions needed to meet our commitments to spread Zeel in 2020. An agenda for those evenings, which includes a detailed process utilized for those sessions can be found at the end of this document as Attachment A.

City Council and staff confirmed that the CITY'S VISION for the 2020 STRATEGIC ACTION PLAN shall remain as "FEEL THE ZEEL". Our definition of "Zeel" is:

1. Abundant enthusiasm that is unique to those living in the City of Zeeland.
2. A passionate and spirited pursuit to be part of a big small town full of everyday good living and unmatched enterprise.

A broader explanation of our vision would identify that:

If you want to Feel the "Zeel", then take a stroll down Main Street and visit any shop or diner where stories are made and shared. Visit any neighborhood where front porches are memory catchers and sidewalks are popular. Take a look at flourishing innovation, from home-grown flower shops to Fortune 500's. Find your favorite curb and settle in for any one of our annual parades. And join the stands full of fans, friends and family that support our local schools like each student is one of their own. The Zeel is contagious and celebrated. And it's one-of-a-kind here in Zeeland. Feel the Zeel!

This Feel the Zeel Vision is not new to the City. Rather, it originated with the launch of the Feel the Zeel campaign in 2007. While much has been accomplished since the original launch of Feel the Zeel, a review of our definition of "Zeel" led City leadership to believe the vision is still extremely relevant as we continue our aspirations to spread Zeel through our City led efforts. This confirmation of the Feel the Zeel Vision led to an evaluation of how we can continue to accomplish this vision through the initiatives of city government.

FEEL THE ZEEL



Through the utilization of multiple group exercises in 2019, we identified a number of key goals to support the vision. Those goals were eventually narrowed to six [Commitments to Spread “ZEEL”](#) in 2019. A review of the commitments by City Council and staff during the 2020 goal setting process solidified that these commitments remain vital in 2020 in order to achieve our Feel the Zeel! Vision. These six commitments are as follows.

VIBRANT DOWNTOWN: Revitalize the heart of the community and encourage a downtown that is financially affordable and competitive, physically attractive, fun and energetic.

STRONG, SAFE AND CONNECTED NEIGHBORHOODS: Encourage and maintain pedestrian friendly neighborhoods that are attractive, welcoming and inclusive, with high quality, historically-preserved housing stock that reflects residents’ pride in the community and where social interaction and resident engagement are valued.

ECONOMIC AND COMMUNITY DEVELOPMENT: Lead and facilitate strategic growth that is consistent with the City’s vision by building collaborative relationships and promoting a climate that is accommodating, identifies and utilizes resources to create development opportunities, and is responsive to emerging issues and trends.

INFRASTRUCTURE AND CITY SERVICES: Pursue excellence through the provision of quality infrastructure and comprehensive City services that are well maintained, usable, responsive, efficient and offer good stewardship of public resources.

CULTURE, PARKS AND RECREATION: Provide a robust array of engaging activities and public spaces that are accessible, affordable and designed for people of all ages and stages of life. Individuals and families living outside the community will actively seek opportunities to travel to Zeeland for cultural and recreational endeavors.

FINANCIAL SUSTAINABILITY: Exemplify long-term financial strength through continuous improvement and innovation, planning for projects/programs beyond inception, holding adequate financial reserves and providing an organizational structure with fair compensation/benefits.

In order to achieve our vision and carry-out our commitments to spread “Zeel” in 2020, City Council and staff then set out to identify priority action steps and operational goals to pursue. To help identify these action step priorities, departments provided City Council with opportunities, challenges, projects and programs they face in 2020 and beyond; and the Planning Commission submitted their annual Capital Improvement Projects recommendations. With this information base established, the Feel the Zeel Vision confirmed, and the commitments to spread Zeel identified, the group was able to compile a list of ninety-two action steps to consider in 2020 (and beyond) as a means of carrying-out our commitments to spread “Zeel”.



While all ninety-two actions could be considered worthwhile, City Council and staff performed an exercise to prioritize the number of action steps to a more manageable number through a voting process. Included as Attachment B, one will find the voting results on the action steps. Since that time, City Council and the City's management team have utilized City Council work/study sessions and staff meetings to identify the action steps that will remain in the 2020 Strategic Action Plan and to define each action step.

In the pages that follow, one will find the details of the City's 2020 Strategic Action Plan. First, there is a graphic of our City's Vision of "Feel the Zeel", our commitments to spread "Zeel" and a summary of the action steps that we will pursue under each commitment to spread "Zeel" in 2020. This graphic provides a nice snapshot of what we are trying to accomplish in the year ahead. Following the graphic is the detailed list of strategic action plan steps. The action steps are categorized by the specific commitment to spread "Zeel" in 2020, what we are trying to accomplish with each action step, how we will measure success (outcome indicator), why we are pursuing the action step (value statement), and whom will take the lead in pursuing the action step. Additionally, operational goals that each department plans to pursue in 2020 are also included at the end of the strategic action plan.

Like any business plan, the City's 2020 Strategic Action Plan provides a roadmap and solid framework for what the city looks to accomplish within our commitments to spread "Zeel" in 2020. As we pursue the goals outlined in this plan, they will be done with a conviction to pursue them with the City's Core Values (INTENTIONAL, ACCOUNTABLE, EXCELLENCE, SERVICE) at the forefront. We certainly hope that reviewers of this 2020 Strategic Action Plan obtain a better understanding of where the City plans to focus time, talent and resources in 2020 (and beyond) in our relentless commitment to spread Zeel! If you have any questions on City Council's plan for Zeeland's future, please do not hesitate to follow-up with us. Feel the Zeel!

Timothy R. Klunder, City Manager



**“FEEL THE ZEEL”
Vision Graphic,
Commitments to Spread
“Zeel”, Core Values and
Summary Action Steps
for 2020**

ZEELAND, MICHIGAN

FEEL THE ZEEL



ZEEL:

- 1: abundant enthusiasm that is unique to those living in the City of Zeeland.
2. a passionate and spirited pursuit to be part of a big small town full of everyday good living and unmatched enterprise.

CITY OF ZEELAND'S CORE VALUES

INTENTIONAL ACCOUNTABLE EXCELLENCE SERVICE

CITY OF ZEELAND'S COMMITMENTS TO SPREAD ZEEL IN 2020

VIBRANT DOWNTOWN: Revitalize the heart of the community and encourage a downtown that is financially affordable and competitive, physically attractive, fun and energetic.

STRONG, SAFE AND CONNECTED NEIGHBORHOODS: Encourage and maintain pedestrian friendly neighborhoods that are attractive, welcoming and inclusive, with high quality, historically-preserved housing stock that reflects residents' pride in the community and where social interaction and resident engagement are valued.

ECONOMIC AND COMMUNITY DEVELOPMENT: Lead and facilitate strategic growth that is consistent with the City's vision by building collaborative relationships and promoting a climate that is accommodating, identifies and utilizes resources to create development opportunities, and is responsive to emerging issues and trends.

INFRASTRUCTURE AND CITY SERVICES: Pursue excellence through the provision of quality infrastructure and comprehensive City services that are well maintained, usable, responsive, efficient and offer good stewardship of public resources.

CULTURE, PARKS AND RECREATION: Provide a robust array of engaging activities and public spaces that are accessible, affordable and designed for people of all ages and stages of life. Individuals and families living outside the community will actively seek opportunities to travel to Zeeland for cultural and recreational endeavors.

FINANCIAL SUSTAINABILITY: Exemplify long-term financial strength through continuous improvement and innovation, planning for projects/programs beyond inception, holding adequate financial reserves and providing an organizational structure with fair compensation/benefits.

CITY OF ZEELAND'S PRIORITY ACTION STEPS

VIBRANT DOWNTOWN

- Downtown Passageway – If council decides to pursue purchase of property(s), actively work with tenants RE optimal relocate timing in preparation of RFO development.
- Library Alley Project – Substantial completion by 12/31/2020 including sidewalks & snowmelt installation around HMCC and passageway to Main Avenue.
- Parking Needs and Assessment Plan – To maximize the City's parking resources, conduct a parking study & develop implementable strategies by 12/31/2020.
- Cherry Avenue Improvements – Per the Cherry Corridor Study, finalize design plans and bid project by 6/1/2020. Substantially complete this project in 2020.
- Sound System – Test products for quality/volume; publicize bid specs, pursue purchase & installation of downtown sound system.

STRONG, SAFE AND CONNECTED NEIGHBORHOODS

- BL196 Crossing (non-motorized east entrance pathway) – Discuss potential collaborative efforts w/ regional entities & present possible location report to City Council.
- Improvements to Business Loop Corridor – Develop a beautification plan and begin discussions with MDOT on a future implementation plan.
- Complete Streets/Non-motorized System Plan (connect bike paths & complete sidewalk gaps) – Implement this newly adopted plan.

ECONOMIC AND COMMUNITY DEVELOPMENT

- Sligh Building – Continue to discuss potential development with interested parties as well as assess the City's desire for additional parcel purchases on the Sligh block.
- State and Main Development – Complete RFO, share & post on City website. Identify interested developers & determine next steps (RFP or development agreement).
- West Michigan Express – Determine stop locations & identify steps needed to secure and begin using these locations for a potential WMX operation by 10/1/2020.
- Alcohol Ordinance Review (redevelopment liquor licenses, special event Sunday sales, etc.) – Consider ordinance amendments by the end of 2020.
- Medical Office Building/Cherry Street Lot – Assist City Council on best use of Cherry St. lot, provide assistance/feedback to developer RE planning/grant opportunities.
- Redevelopment Ready Community – Complete certification phase by 9/1/2020.
- Business Notification Plan – Complete a business notification plan for City Council approval & implementation by 12/31/2020.

INFRASTRUCTURE AND CITY SERVICES

- I.T. Services – Make an oversight determination of our IT infrastructure (i.e., combo of managed services, IT consulting and/or internal IT resources) by 12/31/2020.
- Snowmelt Plan (HMPL boiler) – Make decisions regarding replacement scope, assessments for snowmelt/Library Alley project & final snowmelt buildout throughout 2020.
- Fire Code – Develop Fire Code Ordinance and Inspection Program for final City Council review by 12/31/2020.
- Succession Plan (public works operations & facilities) – Utilize a consultant to evaluate and recommend departmental structure prior to FY 21-22 budget adoption.
- Fiber through City – Conduct Fiber Broadband Strategic Workshop to develop a report providing guidance on services, tech recommendations, funding, etc. by 12/31/2020
- Proactive Facilities and Infrastructure Plan – To create a recon. schedule, incorporate storm/sanitary/water & street infrastructure into GIS database by end of 2020.
- Police Body Cameras – Complete analysis and implementation of dash/body cameras by 12/31/2020.

CULTURE, PARKS AND RECREATION

- Huizenga Park Phase III – Set aside project funding & determine final design plan for Phase III to plan for tentative 2020 construction.
- Park's Master Plan (including examination of dog park & restrooms) – Utilize a consultant to develop a 5-year plan, including artist renderings, by the end of 2020.

FINANCIAL SUSTAINABILITY

- Long-Term Financial Plan (alternative revenue exploration) – Provide Council with a report to preserve long-term financial sustainability (if necessary) by 9/2020.
- Continue to be Fiscally Responsible (hold tax rate, ensure adequate reserves, staff levels) – Adopt a FY 20-21 budget reflecting the City's budgetary policy.
- Property and Liability Pool – Collaborate with other local governmental units RE a possible Property & Liability Pool (similar to WMHIP), with an operating goal of 2020.



OPERATIONAL GOALS

- Lakeshore Advantage Support – City Manager (Economic and Community Development)
- Employee Handbook Update – City Manager & City Clerk/Personnel Asst. (Financial Sustainability)

- Update IFT Files – City Clerk (Economic and Community Development)
- Reorganize Traffic Control Orders – City Clerk (Infrastructure and City Services)

- Integrate IPP Forms – Clean Water Plant (Infrastructure and City Services)
- Biosolids Handling Building Construction – Clean Water Plant (Infrastructure and City Services)

- Policy & Procedure Revision – Library (Infrastructure and City Services)
- Community Conversations on Area Needs – Library (Strong, Safe & Connected Neighborhoods)
- 4-Year Plan to Refresh Non-Fiction Collection – Library (Culture, Parks and Recreation)

- Ten-Year Operational Report – Finance Department (Financial Sustainability)
- Credit Card Readers – Finance Department (Infrastructure and City Services)

- Felch Street Cemetery Opening – Cemetery (Infrastructure and City Services)
- Felch Street Storage Bldg Analysis – Cemetery (Infrastructure and City Services)

- State Street Traffic Study – Street Department (Infrastructure and City Services)
- Vactor Truck Replacement – Motor Pool Department (Infrastructure and City Services)

- Huizenga Park Bathroom Renovations – Parks (Culture, Parks and Recreation)
- Downtown Maintenance Contractor – Parks (Vibrant Downtown)

- 2020 Assessment Roll – Community Development (Infrastructure and City Services)
- Building Dept. Plan & Documentation Digitalization – Community Development (Infrastructure and City Services)

- Howard Miller Bldg. Heat Overhaul – Facilities Maintenance (Infrastructure and City Services)
- Howard Miller Boiler Replacement – Facilities Maintenance (Infrastructure and City Services)

- Residential Smoke Detector Program – Fire/Rescue (Strong, Safe and Connected Neighborhoods)
- Emergency Management Table Top Exercise – Fire/Rescue (Infrastructure and City Services)

- Police Accreditation – Police Department (Infrastructure and City Services)
- Electronic Records Management System – Police Department (Infrastructure and City Services)

- Farmer's Market – Marketing Department (Culture, Parks & Recreation)
- Maintain Retail & Restaurants – Marketing Department (Vibrant Downtown)





City of Zeeland's detailed Action Steps, Outcome Indicators and Operational Goals to Spread "Zeel" in 2020



City of Zeeland 2020 Strategic Plan Action Plan

Vibrant Downtown – Revitalize the heart of the community and encourage a downtown that is financially affordable and competitive, physically attractive, fun and energetic.

Action Step	Outcome Indicator	Value Statement	Lead
(1) Downtown Passageway	Engage City Council in a decision on whether to actively pursue option to purchase property(s). If decision is to pursue, seek property(s) via purchase agreement, option to purchase, etc., while actively working with existing tenants to identify optimal timing for temporary or permanent relocation in Zeeland in preparation of steps necessary to develop an RFQ document for redevelopment of site.	A mid-block passageway assists in the creation of a vibrant downtown by further enhancing connectivity between public parking and Main Ave and creating a physically attractive public space.	Marketing Director, CM, Community Development & Downtown Vision Committee
(2) Library Alley Project	By December 31, 2020, substantially complete the Library Alley Project including the reconstruction of sidewalks and installation of snowmelt around the existing Howard Miller Library/Community Center and the passageway to Main Avenue.	Snow-free roadways and walkways assist in the creation of a more walkable downtown and connected neighborhoods.	Marketing Director, Asst. CM, Community Development and CM
(3) Parking Needs & Assessment Plan	By December 31, 2020, conduct a central business district parking study, and develop strategies based on the results that can be implemented to address capacity issues and maximize the city's existing parking resources.	Improves visitor experience and supports downtown businesses by utilizing the city's parking resources in the most efficient ways possible.	Community Development Director, Marketing Director, SARB and PC
(4) Cherry Ave. Improvement	Finalize design plans consistent with the Cherry Corridor Study by narrowing the street (while still accommodating truck movements), adding a sidewalk (with snowmelt) on the north side of Cherry and adding other beautification amenities; and bid project by June 1, 2020. Substantially complete construction in 2020.	Encourages connected neighborhoods through the addition of sidewalks, a physically attractive vibrant downtown, and quality infrastructure.	Asst. CM, Public Works Operations Superintendent, Marketing Director & CM
(5) Sound System	Test speaker products to determine quality and volume; publicize bid specs and pursue purchasing and installation of a downtown sound system.	Strengthens the daily ambiance along Main Street and provides reliable resource for downtown events.	Asst. CM & Marketing Director



Strong, Safe and Connected Neighborhoods – Encourage and maintain pedestrian friendly neighborhoods that are attractive, welcoming and inclusive, with high quality, historically-preserved housing stock that reflects residents’ pride in the community and where social interaction and residents’ engagement are valued.

Action Step	Outcome Indicator	Value Statement	Lead
(1) BL-196 Crossing (Non-motorized east entrance)	By December 31, 2020, engage with other regional entities (Macatawa Greenway, Zeeland Charter Township, Holland Charter Township, etc) to discuss possible collaboration efforts for a BL-196 crossing, and present City Council a report outlining possible locations for a crossing.	A BL-196 crossing assists in creating a more connected neighborhoods by offering pedestrians and cyclists alike a safe link between the north and south side of the business loop.	City Manager, Asst. CM and Community Development Director
(2) Improvements to BL-196 Corridor	By the end of the 2020, develop a beautification plan along the BL-196 corridor and start discussions with MDOT on how to implement the plan in the years ahead.	Beautification efforts along BL-196 will bring further awareness to Zeeland’s pride in our community.	City Manager, Asst. CM & Public Works Supt.
(3) Complete Streets and Non-Motorized System Plan	Implement the City’s newly adopted Non-Motorized System Plan through the inclusion of sidewalks on the W. Lawrence Ave. reconstruction and the Carlton reconstruction as well as the addition of a non-motorized facility on Washington from Carlton to Maple.	Encourages pedestrian friendly neighborhoods and quality city infrastructure.	Public Works Operations Supt.

Economic and Community Development – Lead and facilitate strategic growth that is consistent with the City’s vision by building collaborative relationships and promoting a climate that is accommodating, identifies and utilizes resources to create development opportunities, and is responsive to emerging issues and trends.

Action Step	Outcome Indicator	Value Statement	Lead
(1) Sligh Building	Continue to engage in discussions with current building owner and parties interested in redeveloping the site while also assessing the city’s desire to pursue the availability of additional land parcels on the Sligh Block through purchase options when available.	Assemble a portfolio of developable space to hold in friendly hands until a greater Sligh building/block development can occur.	Marketing Director, Community Development Director & CM
(2) State and Main Development	Complete RFQ process, share document with local developers and post to the City’s website. Identify interested developer(s) that share the City’s vision and determine if the City needs to create an RFP stage or move straight to development agreements.	Create an inviting gateway experience that accurately represents quality and standards of the City of Zeeland.	Marketing Director, Community Development Dir. & Asst. CM



Action Step	Outcome Indicator	Value Statement	Lead
(3) Medical Office Building/Cherry Street Lot	Engage City Council in a conversation on how best to use the Cherry Street Lot. Provide developer with technical assistance and feedback, to help navigate the planning/approval process and MEDC grant opportunities.	Utilize city assets (time and land) to create a public/private partnership that strengthens a vital downtown corner and underscores the principles of the Downtown Vision Plan.	Marketing Director, Community Development Dir. & Asst. CM
(4) West Michigan Express	By October 1, 2020 determine locations for a West Michigan Express stop and rider parking. Identify the steps needed to secure and begin using the locations should the WMX begin operation.	Supports local employers and businesses by being prepared for the opportunity of having new employees and visitors in the city, while also being ready to address the challenge of additional vehicles in the central business district.	Community Development Director, CM & Planning Commission
(5) Alcohol Ordinance Review	By the end of 2020, consider amendments to the City's Alcohol Beverage Ordinance for things such as the inclusion of Redevelopment Liquor License and transfer-in licenses as allowed licenses beyond quota licenses; and other items such as a special provision to allow Sunday sales for limited special events.	Appropriate amendments to the ordinance will promote a business climate that is accommodating, identifies growth opportunities and is responsive to emerging trends.	City Manager, City Attorney, Marketing Director & Community Development Director
(6) Redevelopment Ready Community	By September 1, 2020 complete phase three, the certification phase, of the Redevelopment Ready Communities certification process.	Ensures that city policies and procedures are in place to appropriately assist with economic development projects.	Community Development Director
(7) Business Notification Plan	Complete a business notification plan for City Council approval and implementation by December 31, 2020.	Develop a business notification that is both simple for businesses to complete and submit, while submitting enough information that would satisfy all city departments (including ZBPW) that rely on knowing the nature of businesses for infrastructure and assessment purposes.	Clean Water Plant Supt., Community Development Director & Fire/Rescue Chief



Infrastructure and City Services – Pursue excellence through the provision of quality infrastructure and comprehensive city services that are well maintained, usable, responsive, efficient and offer good stewardship of public resources.

Action Step	Outcome Indicator	Value Statement	Lead
(1) IT Services	By December 31, 2020, make a determination as to the oversight of our IT infrastructure which includes network administration, endpoint management, and cyber security. This oversight could include a combination of managed services, IT consulting, and additional internal IT resources.	The delivery of excellent city services is dependent on a reliable and efficient city-wide computer network.	Asst. CM, BPW GM, Library/CC Director and Fire/Rescue Chief
(2) Snowmelt Plan	Throughout 2020 make decisions surrounding the following items: 1) The scope of the Howard Miller boiler replacements, 2) Special assessments for snowmelt as part of the Library Alley Project and, 3) The scope of a final snowmelt system buildout.	Snow-free roadways and walkways assist in the creation of a more walkable downtown and connected neighborhoods.	Asst. CM, CM, Community Development Director, Marketing Director & Facilities Sup.
(3) Fire Code	The International Fire Code (IFC) is a companion to the already adopted International Building Code (IBC). By December 31, 2020, staff will have a final Fire Code Ordinance developed and an inspection program created for City Council approval.	An adopted fire code contributes to the well-being of the community, the preservation of life and safety, as well as the maintenance of property values over time.	Fire/Rescue Chief and Community Development Director
(4) Succession Plan (Public Works Operations & Facilities)	Engage with a consultant in order to evaluate the operations of the public works and facilities department in order to make a recommendation as to the structure of the departments prior to the adoption of the Fiscal Year 21-22 budget.	In order to continue the delivery of excellent city services in the more efficient manner, it is imperative to plan for future retirements.	CM, Asst. CM, Public Works Operations Supt. And Facilities Sup.
(5) Proactive Facilities and Infrastructure Plan	By the end of 2020, incorporate the condition of our sanitary sewer, storm sewer, water, and street infrastructure into one GIS database, to create a schedule for the reconstruction of these critical pieces of infrastructure.	In order to provide quality infrastructure that is well-maintained, useable, and offers good stewardship of public resources, a comprehensive plan for its replacement must be maintained.	Asst. CM, Public Works Operations Supt. And Facilities Sup.
(6) Fiber Throughout the City	By December 31, 2020, engage a consultant to assist the City in conducting a Fiber Broadband Strategic Workshop culminating in a written report to provide guidance on models and trends for the provision of municipal broadband services, technology considerations, funding considerations, and partnership opportunities.	Fiber throughout the city helps meet the economic and community development needs of property owners; and provide high-quality infrastructure/city services; while the study will assist the city in analyzing if/how this can be performed in a financially sustainable means.	BPW Gen. Mgr & Asst. CM

Action Step	Outcome Indicator	Value Statement	Lead
(7) Police Body Cameras	By the end of 2020, complete analysis of dash/body cameras through (1) Central Dispatch evaluation of Axon Cameras to determine their compatibility with in-car computers, (2) choose Axon or Watchguard as camera system, (3) determine IT support for project and (4) develop training and policy regarding camera use for officers/clerical staff.	Cameras in police work are a tool for collecting evidence and accurately recording interaction with the public to pursue excellence and offer good stewardship of public resources.	Police Chief

Culture, Parks and Recreation – Provide a robust array of engaging activities and public spaces that are accessible, affordable and designed for people of all ages and stages of life. Individuals and families living outside the community will actively seek opportunities to travel to Zeeland for cultural and recreational endeavors.

Action Step	Outcome Indicator	Value Statement	Lead
(1) Huizenga Park Phase III	In order to plan for a tentative spring of 2022 construction, begin setting aside funding the project and determine the final plan for Phase III including the evaluation of fishing piers, bike paths, basketball courts, and renovated restrooms.	Additional and updated amenities increase the park’s attraction to not only those living within the community but also those living outside to a public space that is accessible and affordable for people of all ages and stages of life.	Public Works Operations Supt., Asst. CM, & Parks/Cem. Commission
(2) Parks Master Plan	By the end of 2020, engage a consultant to develop a five-year parks master plan that includes evaluation of items such as a dog park and restrooms at all parks and as part of the final product contains artist renderings of future park layouts and amenities.	An evaluation of a future plan for our park system will ensure that our parks remain accessible and affordable to people of all ages and stages of life.	Public Works Operations Supt., Asst. CM & Parks/Cem. Commission



Financial Sustainability – Exemplify long-term financial strength through continuous improvement and innovation, planning for projects/programs beyond inception, holding adequate financial reserves and providing an organizational structure with fair compensation/benefits.

Action Step	Outcome Indicator	Value Statement	Lead
(1) Long-Term Financial Plan	By September 2020, provide City Council a report that outlines the steps that will be taken in order to preserve long-term financial sustainability in the event of a loss of significant revenue.	Long-term financial strength is measured by our ability to weather both good and bad financial situations, and a plan is needed to ensure prosperity in both.	Asst. CM/Finance Director & CM
(2) Continue to be Fiscally Responsible	Adopt a Fiscal Year 20-21 budget, that does not increase the millage rate that ensures adequate reserves per our budgetary policy and provides proper staffing for the next Fiscal Year.	Financial sustainability ensures we take care of our past liabilities, invests in the present, and builds adequate reserves for the future.	Asst. CM/Finance Director, CM & Dept. Heads
(3) Property and Liability Pool	Work with other local units of government in West Michigan to consider the establishment of a property and liability pool, similar to the West Michigan Health Insurance Pool, so that it is operational in 2020.	Establishment of a property and liability pool with jurisdictions of similar interest, along with decision making at the local level, will enable the city to provide appropriate levels of coverage with the potential for long-term cost savings.	City Manager & Asst. CM/Finance Director



City of Zeeland 2020 Department Operational Goals

Action Step	Outcome Indicator	Commitment	Department
(1) Employee Handbook	Complete update to Employee Handbook by December 31, 2020.	Financial Sustainability	City Clerk / Personnel Assistant / City Manager
(2) Lakeshore Advantage	Continue to support the efforts of Lakeshore Advantage through financial support, meeting with local business on site retention visits, and collaborating on new expansion projects.	Economic and Community Development	City Manager
(3) Update IFT Files	Many personnel and job responsibility changes within the Community Development and Clerk's Departments have evolved over the past couple of years. As a result, updating and closing the IFT files have not been on top of the priority list. Our goal is to add these to the Indexing Database created in 2019, work with Community Development on obtaining certificates we are missing, close out the file, and archive into storage. This will free up room in our office and ensure the applicant has received their certificate from the State.	Economic and Community Development	Clerk's Office
(4) Reorganize Traffic Control Orders	Currently Traffic Control Orders are archived in binders in the safe. These binders are getting too large to handle, and are not consistently filed from recent to oldest. It will be much more efficient to add them to the Index Database by street and scan them as soon as we receive them. Purging older orders per the State's Retention Schedule will also free up archive space.	Infrastructure and City Services	Clerk's Office
(5) Integrate IPP Forms	Integrate numerous IPP forms from miscellaneous Excel sheets into e.RIS data management system for consistent, accurate and reliable administration functions.	Infrastructure and City Services	Clean Water Plant
(6) Biosolids Handling Building	Design, get approval and award bid for new biosolids handling building.	Infrastructure and City Services	Clean Water Plant



Action Step	Outcome Indicator	Commitment	Department
(7) Policy & Procedure Revision	Review and revision of all policies and procedures for both the library and the community center (12.31.2020)	Infrastructure and City Services	Library
(8) Community Conversations	Host and facilitate a minimum of 4 community conversations to glean insights on needs within the area. Results from the conversations will be shared with various stakeholders including Zeeland City Council. (12.31.2020)	Strong, Safe and Connected Neighborhoods	Library
(9) 4-Year Plan	Create a four-year plan for rebuilding and refreshing the non-fiction collection (youth and adult). (6.30.2020)	Culture, Parks and Recreation	Library
(10) 10-Year Operational Report	Present a 10-year operational report to City Council before June 30, 2020 in order to highlight our fiscal responsibility over the past 10 years.	Financial Sustainability	Finance
(11) Credit Card Readers	By the end of 2020, install credit card readers at all locations where financial transactions occur in order to be able to process credit cards similarly to the private sector.	Infrastructure and City Services	Finance
(12) Felch Street Cemetery	Have this operational by late spring of 2020.	Infrastructure and City Services	Cemetery
(13) Felch Street Cemetery	Make a decision for storage building on site for maintenance equipment by December 31, 2020.	Infrastructure and City Services	Cemetery
(14) Vactor Truck Replacement	Replacement of the 1997 Vactor truck by August of 2020.	Infrastructure and City Services	Motor Pool
(15) State Street Corridor Traffic Study	Present the recommendation of a State Street corridor traffic study specifically the timing of the four traffic signals on State Street to City Council by December 31, 2020.	Infrastructure and City Services	Street Dept.
(16) Huizenga Park Bathroom Renovations	Complete Huizenga Park bathroom renovations for the south side restrooms by 2021 softball season.	Culture, Parks and Recreation	Cemetery and Parks
(17) Downtown Maintenance Contractor	Make a recommendation to City Council regarding the selection of a downtown maintenance contractor by April 20.	Vibrant Downtown	Cemetery and Parks



Action Step	Outcome Indicator	Commitment	Department
(18) 2020 Assessment Roll	Assemble documentation and take action as necessary to demonstrate that the City's 2020 Assessment Roll was produced in compliance with State statutes and guidelines for the State's audit of the City's 2020 Assessment Roll.	Infrastructure and City Services	Community Development Department
(19) Building Dept. Plan and Documentation Digitalization	By December 31, 2020 evaluate building department plan and document digitalization and cataloguing options, so that if a solution is identified, funding can be requested in the City's 2021/2022 budget.	Infrastructure and City Services	Community Development Department
(20) Howard Miller Building Heating	Provide reliable heating at the Howard Miller Building well into the future. Overhaul the two air handling units, including installation of new fan bearings, variable frequency drives, and also valve and damper actuators.	Infrastructure and City Services	Facilities Maintenance
(21) Howard Miller Boiler Replacement	Oversee the Howard Miller Building boiler and associated equipment installations and ensure that it will be reliable and work as designed and also ready for the 2020-21 heating season.	Infrastructure and City Services	Facilities Maintenance
(22) Residential Smoke Detector Program	Develop a sustainable Smoke and CO detector program where Smoke and CO detectors are readily available to the residents of the city at little or no cost through state and local partnerships.	Strong, Safe and Connected Neighborhoods	Fire/Rescue
(23) Emergency Management	With the adoption of the Support Emergency Operations Plan (2019), Zeeland Fire/Rescue will conduct at least one tabletop exercise to evaluate the effectiveness of the plan.	Infrastructure and City Services	Fire/Rescue
(24) Police Accreditation	Continue to pursue department accreditation by pursuing the adoption of standards containing a clear statement of professional objectives. Tasks to complete in 2020 will include a (1) a complete policy rewrite, (2) finalize preparation for outside agency audit of ZPD policy, complete audit of ZPD police and procedure, and (4) become accredited agency.	Infrastructure and City Services	Police Department
(25) Electronic Records Management System (RMS)	Transition officers to electronic RMS allowing officers to interface with dispatch narrative screens which saves officer time via access to entered dispatch info. and dept. time by providing quicker statistical analysis of dept. activities.	Infrastructure and City Services	Police Department



Action Step	Outcome Indicator	Commitment	Department
(26) Farmer's Market	Assist in relocating existing farmer's market to the Elm Street Park. Tasks include establish a market manager, marketing plan, consistent schedule and quality market.	Culture, Parks & Recreation	Marketing Department
(27) Maintain Retail & Restaurants	Determine tools/services that are useful to the downtown retail community and encourage participation in a retail committee.	Vibrant Downtown	Marketing Department



Attachments



City Council Goal Setting Retreat Process and Agenda

Monday, January 13, 2020 @ 5:00 p.m.

Location: City Hall Council Chambers, 21 South Elm Street, Zeeland, MI

Agenda:

- 5:00 pm Dinner
- 5:30 pm Opening Comments – Mayor Klynstra and Tim Klunder
- 5:35 pm 2019 Strategic Action Plan Review
- 5:45 pm Library/Community Center Presentation – Heather Wood Gramza
- 6:00 pm Police Department Presentation – Tim Jungel
- 6:15 pm Fire/Rescue Department Presentation – Ross Tibbets
- 6:30 pm Clean Water Plant Presentation – Doug Engelsman
- 6:40 pm Zeeland BPW Presentation – Andy Boatright
- 7:00 pm Break
- 7:15 pm Facilities Maintenance Presentation – Steve Venlet
- 7:25 pm Community Development Department Presentation – Tim Maday
- 7:40 pm Marketing/Economic Development Presentation – Abby deRoo
- 8:00 pm Snow Melt, Streets, Parks & Cemetery – Kevin Plockmeyer and Scott Nienhuis
- 8:20 pm Misc. Information – Tim Klunder
- 8:45 pm Adjourn



Tuesday, January 14, 2020 @ 5:00 p.m.

Location: City Hall Council Chambers, 21 South Elm Street, Zeeland, MI

Agenda:

5:00 pm Dinner

5:30 pm Vision Statement Review

Based on the information shared by the departments, and City Council's desire for the future, confirm our intention to continue with the Vision of "Feel the Zeel"

As a reminder, we define "Feel the Zeel" as (1) abundant enthusiasm, that is unique to those living in the City of Zeeland; and (2) a passionate and spirited pursuit to be part of a big small town full of everyday good living and unmatched enterprise.

5:35 pm Commitments to Support the Vision

Are we satisfied that the following six commitments should remain priorities in our effort to spread Zeel in 2020?

- Vibrant Downtown
- Strong, Safe & Connected Neighborhoods
- Economic & Community Development
- Infrastructure and City Services
- Culture, Parks & Recreation
- Financial Sustainability

5:45 pm Develop Core Values of the City

What core values do we rely on to carry-out the six commitments to spread Zeel in 2020? Here are some illustrative examples of what core values to an organization mean.

Core values are what support the vision, shape the culture and reflect what the company values. They are the essence of the company's identity – the principles, beliefs or philosophy of values.

Core values serve to constantly guide both the employee and the company in achieving their mutual goals, in a manner that is based on an ethical and ideological framework.

FEEL THE ZEEL



Core values are the fundamental beliefs of a person or organization. These guiding principles dictate behavior and can help people understand the difference between right and wrong. Core values also help companies to determine if they are on the right path and fulfilling their goals by creating an unwavering guide.

Break into four groups to determine core values of the city. Combine four groups into two groups and reach consensus on core values. Please note that it is suggested that an organization list 2 – 4 core values.

- 6:05 pm Report out and reach consensus on “Core Values” of the city.
- 6:15 pm Identify Action Steps for Each Commitment to Spread Zeel
- What specific action steps are needed to achieve each commitment? In this portion of the program we will have one commitment set-up per table. We will then have groups (4 – 5 per group) work on a commitment. Working together, the group will list the specific action steps (programs, projects, etc.) needed to achieve each commitment. Please ensure that at least one action step is aspirational – an action that helps achieve the commitment, but it might take 10 or more years to complete.
- 6:20 pm Develop four groups with each group identifying action steps for a particular commitment.
- 6:30 pm Regroup to identify action steps for another goal.
- 6:40 pm Regroup to identify action steps for another goal.
- 6:50 pm Regroup to identify action steps for another goal.
- 7:00 pm Regroup to identify action steps for another goal.
- 7:10 pm Regroup to identify action steps for another goal.
- 7:20 Break
- 7:35 pm Group Review of Action Step Options. Are we missing any? Individually take some time to determine which actions you wish to vote on.

FEEL THE ZEEL



7:50 pm Action Step Rankings

Once the action steps have been identified for each goal, we will begin the process of ranking the action steps that will remain in the strategic action plan. This will be done by a voting process of (divide by three, plus 1). In other words, if we have 45 action steps identified, each person will get 16 votes ($45/3 = 15 + 1$). The voting will be by hand raised on each action step identified. No accumulating votes by placing "all 16 votes" on one action step. Each person must use their 16 votes on 16 different action steps. Total votes will be recorded for each action step.

8:30 pm Review Goal Rankings and Determine Which Action Steps will Remain in the 2020 Strategic Action Plan based on the vote totals.

9:00 pm Adjourn

**Subsequent City Council work/study sessions will be utilized to review the written strategic action plan that identifies action statements, outcome indicators, timeframe, etc. Goal will be to have the strategic action plan finalized by City Council in March/April.

FEEL THE ZEEL

Attachment B

Action Steps Vote Count - (1.14.20 goal setting)

Total
Votes

Economic and Community Development	
Sligh Building	18
State/Main Development	15
Redevelopment liquor licenses	11
Support Lakeshore Advantage	9
Sunday alcohol sales/liquor license review	7
Medical Office - Trade Cherry Ave lot	6
Redevelopment Ready Communities	6
Co-working/Incubator Space	6
Purchase properties on Cherry and Main for parking	6
Site development requirements review	4
Proactive rezoning efforts	4
Sports bar	4
AT&T empty Lot	3
Create townhouses on N Centennial	2
Downtown retail incubator/grant program	2
Commercial zoning - Non-CBD	0
Purchase property around Sligh	0
Close Maple St to join properties	0
Purchase all properties on Sligh block	0
Financial Sustainability	
Establish proactive sustainability plan - Catastrophic revenue loss	14
New business notification plans	14
Maintain current millage	10
Continue to save for future maintenance/repair of City offices/assets	9
Alternative revenue exploration	8
Encourage industrial growth	7
Continue to court commercial business relationships	7
Splash pad fee	0
Infrastructure and City Services	
BL 196 Crossing	16
Evaluate IT/security managed services	16
West Michigan Express	15
Snowmelt - complete buildout/HML boiler	14
Parking needs assessment and plan	13
Staff levels/Succession Planning	13
City-wide fiber services	11
Cherry Ave improvements	10
Proactive facilities and infrastructure plan	7
Fill in sidewalk gaps	6
Electric vehicle charging stations	3
Roundabout @ Main and Fairview	2
City owned shuttle/Library pickup/dropoff - Autonomous vehicles	2

Action Steps Vote Count - (1.14.20 goal setting)

Total
Votes

Single refuse hauler	1
IT Services	0
Fiber internet throughout City	0
Cyber security	0
Vibrant Downtown	
Downtown Passageway	14
Library Alley and area around Library	13
Sound System	10
Purchase property for snowmelt	8
Maintain retail and restaurants	8
More restaurants	7
Overnight parking in all leased lots	5
Façade Grants/Removal of tinted glass	4
More winter events (w/ community partners)	3
Parking permit program	3
Children's museum in library	3
Real ice rink	3
Review of First Floor Ordinance	1
Strong Safe Connected Neighborhoods	
Fire Code	14
Improvements to business loop corridor	11
Complete Streets	10
Home Repair Program	7
National Night out & more neighbor to neighbor events	6
ALICE Threshold/workforce housing and Services	6
Bike Lanes	6
Allow accessory dwelling units in owner occupied	3
More meet up and eat up	2
Urban Senior Housing	1
Camera monitoring of the city	1
Culture, Parks, & Recreation	
Huizenga Park Phase III	14
Connect Bike Trails	11
Park Master Plan	10
Bathrooms in all parks	7
Non-motorized pathway at east entrance/exchange	7
Dog Park	6
Expand Hoogland Park to the East	5
Relationship with Historical Society	5
Expand Zeelmania	4
Year round concerts	4
Storage building at Felch Street Cemetery	4

Action Steps Vote Count - (1.14.20 goal setting)

Total
Votes

Historical Society Funding	3
Fishing Pier at Huizenga	3
Bike path on Consumers Energy Right of Way	2
More Community Nights/Arts	2
Paint Streets Before Construction	2
Expand "Group" events	1
Murals	1
National Neighbor Day	1
Large Multi-Day Festival	1
Bike rental	0

Attachment C

2020 Strategic Action Plan Point Values for FY 20/21 Performance Incentive Program as approved by CC (3.16.20)	
	Points Assigned Per Action Step
<u>Vibrant Downtown</u>	
Downtown passageway	3
Library Alley Project	4
Parking Needs & Assessment Plan	4
Cherry Ave Improvements	3
Sound System	2
<u>Strong, Safe and Connected Neighborhoods</u>	
BL 196 Crossing	2
Improvements to BL-196 Corridor	2
Complete Streets & Non-Motorized System Plan	1
<u>Economic and Community Development</u>	
Sligh Building	4
State and Main Development	4
Medical Office Building/Cherry Ave Lot	4
West Michigan Express	2
Alcohol Ordinance Review	2
Redevelopment Ready Community	3
Business Notification Plan	2
<u>Infrastructure and City Services</u>	
IT Services	3
Snowmelt Plan	4
Fire Code	2
Succession Plan (Public Works Operation and Facilities)	3
Proactive Facilities and Infrastructure Plan	3
Fiber Throughout the City	2
Police Body Cameras	3
<u>Culture, Parks and Recreation</u>	
Huizenga Park Phase III	2
Parks Master Plan	3
<u>Financial Sustainability</u>	
Long-Term Financial Plan	3
Continue to be Fiscally Responsible	1
Property and Liability Pool	2
Subtotal of Action Step Points:	
	73
Operational Goals	
Each Operational Goal	<u>Point Value</u>
	1
Subtotal of 27 Operational Goals:	
	27
Total Points:	
	100