



# CITY OF ZEELAND

## 2020 STRATEGIC ACTION PLAN

### SCORE CARD ASSESSMENT

**City of Zeeland - 2020 Strategic Action Plan Year-End Score Card Assessment (1/25/2021)**

<b>Vibrant Downtown</b>							
	<b>Outcome Indicator</b>	<b>Indicator Assessment</b>	<b>Complete/ Substantial Progress</b>	<b>Progress</b>	<b>Not Progressing As Expected</b>	<b>Points Available</b>	<b>Points Earned</b>
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.	No change. Currently waiting for the building to become available.			X	3.00	0.00
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.	Progressing on the overall project, but have decided to delay the project until Spring of 2021 which means we will not meet the goal as stated in the Strategic Action Plan. Project will be bid on February 2nd with a final completion of 9.30.2021.		X		4.00	2.00
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.	No progress. Due to COVID19 the parking demand in the downtown has been substantially reduced, and a parking study at this time would not give a true representation of the City's parking situation. Staff met with a parking consultant on 9.15.20 to review the scope of a parking study.			X	4.00	0.00
Cherry Avenue 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.	In progress. Street project was intentionally delayed until spring of 2021. Will be bid out with early spring of 2021 construction. We will not meet the goal as stated in the Strategic Action Plan.		X		3.00	1.50
Sound System	Test speaker products to determine quality and volume; publicize bid specs and pursue purchasing and installation of a downtown sound system.	Not progressing as expected. System we were looking to install was deemed a less than ideal solution, so we are again looking at the installation of a hard-wired system which involves considerable construction in the downtown district. Determined it is best to incorporate this project in with snowmelt.			X	3.00	0.00

<b>Strong, Safe &amp; Connected Neighborhoods</b>							
	<b>Outcome Indicator</b>	<b>Indicator Assessment</b>	<b>Complete/ Substantial Progress</b>	<b>Progress</b>	<b>Not Progressing As Expected</b>	<b>Points Available</b>	<b>Points Earned</b>
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.	Progress on the goal, but did not achieve the outcome indicator. We have engaged the Macatawa Greenway in conversations about the location of a potential crossing, but have not explored further.		X		2.00	1.00
Improvements to BL-196 Corridor	By the end of 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.	Progress has been made on the project. We have engaged MC Smith to provide a beautification plan for BL-196 from Fairview to 104th, and they have begun working on the project, but the final product has not been presented.		X		2.00	1.00
Complete Streets and Non-Motorized System Plan	Implement the City's newly adopted Non-Motorized System Plan through the inclusion of sidewalks on the West Lawrence Avenue reconstruction and the Carlton reconstruction as well as the addition of a non-motorized facility on Washington from Carlton to Maple.	Complete	X			1.00	1.00

	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
<b>Economic &amp; Community Development</b>							
	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
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.	Substantial progress. Property sold. Working with developers on a traffic study for Maple to determine best use of surrounding property for the development.	X			4.00	4.00
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.	Substantial progress. RFQ distributed with city receiving interest on 1/15/21.	X			4.00	4.00
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.	No progress. The developer has paused this project due to financial ramifications from COVID.			X	4.00	0.00
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.	Progress. Staff met with WMX consultant and identified a strong possible location for a bus stop. However, COVID19 has suspended this project at this time.		X		2.00	1.00
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.	Progress. Ordinance amended to forgo the annual license review for 2020 operations. Made decision in spring 2020 to waive fee for sidewalk café permits for 2020 due to Covid impacts.		X		2.00	1.00
Redevelopment Ready Community	By September 1, 2020 complete phase three, the certification phase, of the Redevelopment Ready Communities certification process.	Not progressing as expected. Staff is still working to complete this item, but missed the September 1, 2020 deadline.			X	3.00	0.00
Business Notification Plan	Complete a business notification plan for City Council approval and implementation by December 31, 2020.	Progress. Has been reviewed by all City and ZBPW management for their thoughts and comments prior to presenting to City Council in December 2020. Support is there and we are waiting for the City Attorney to form the legal ordinance so we can send it to City Council for final approval.		X		2.00	1.00

	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
<b>Infrastructure &amp; City Services</b>							
Action Step	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
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.	Completed. Final report was presented to City Council at its November 9th meeting. This report included a recommendation to create an internal IT department. We are currently working on finalizing the positions with the intention to hire a new IT Director in the spring of 2021. Recommendations pending approval by City Council & ZBPW.	X			3.00	3.00
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.	In progress. The new boilers and associated equipment are installed and providing heat to the Howard Miller Building. The heating system is ready for connections to snow melt. We have made a determination as to the scope of the special assessments for the snowmelt as part of the Library Alley Project. We have not made a decision on the scope of a final system buildout.		X		4.00	2.00
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.	Complete. Zeeland Fire Rescue presented a Fire Code Ordinance for City Council to review at the December 7, 2020 City Council meeting.	X			2.00	2.00
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.	Complete/Substantial Progress. We engaged Ottawa County Planning and Performance Improvement Department to evaluate the operations of the public works and facilities department. The results of this report and a plan for succession will be included as part of the Fiscal Year 21-22 budget.	X			3.00	3.00
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.	Complete/Substantial Progress. Moore & Bruggink completed the project to combine our Water, Clean Water, Storm Water and Street conditions into one database. This information was then used to create a capital improvement priority list and map which will be used to assist us in making decisions regarding capital improvements. This information was presented to City Council at its November 9th meeting.	X			3.00	3.00
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.	Not progressing as expected.			X	2.00	0.00
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.	Complete. The cameras are in service. Both the Dash and body cameras are working as anticipated.	X			3.00	3.00

	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
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**Culture, Parks & Recreation**

Action Step	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
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.	Progress. The Fiscal Year 20-21 budget includes a \$200,000 transfer into the Park Improvement Fund earmarked for Phase III of Huizenga Park. While the Parks and Cemetery Commission has had initial discussions regarding the scope of Phase III, the final scope has yet to be determined.		X		2.00	1.00
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.	Complete. The Parks and Cemetery Commission is working with MC Smith and Associates to develop this plan. This plan is expected to be complete by the end of calendar year 2021.	X			3.00	3.00

**Financial Sustainability**

Action Step	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
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.	Progress. Did not meet our goal of a September 30th presentation to City Council, but will present it to City Council in the first quarter of 2021.		X		3.00	1.50
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.	Complete. Our Fiscal Year 2020-2021 was adopted to decrease the millage rate, ensure adequate reserves per our budgetary policy and provides proper staffing for the next fiscal year.	X			1.00	1.00
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.	Although the final decision on the property and liability pool was to forgo implementation at this time due to Covid19 impacts on the market place, the action step has been completed.	X			1.00	1.00

	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
<b>Operational Goals</b>							
	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Employee Handbook (City Mgr)	Complete update to Employee Handbook by December 31, 2020.	Complete	X			1.00	1.00
Lakeshore Advantage (City Mgr)	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.	City Council doubled annual contribution to assist with Covid19 impacts. Business site visits have been limited due to Covid19. Collaborated with LA on evaluating potential high-density residential project on Riley.	X			1.00	1.00
Update IFT Files (City Clerk)	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.	Complete. With the help of the Community Development Department, missing certificates were provided and the files were closed out and placed in storage in the basement.	X			1.00	1.00
Reorganize Traffic Control Orders (City Clerk)	Currently Traffic Control Orders are archived in binders in the safe. These binders are getting too large to handle, and are not consistently filled 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.	Complete. There were three 3" binders that were full of Traffic Orders. The Traffic Orders are all scanned in to the data base and were categorized by street.	X			1.00	1.00
Integrate IPP Forms (CWP)	Integrate numerous IPP forms from miscellaneous Excel sheets into e.Ris data management system of consistent, accurate and reliable administration functions.	Complete and in use.	X			1.00	1.00
Biosolids Handling Building (CWP)	Design, get approval and award bid for new biosolids handling building.	Bids were received and opened 1.12.2021, Technical Committee approval 1.18.2021 and City Council approval 2.1.2021.	X			1.00	1.00
Policy & Procedure Revision (Library/HMCC)	Review and revision of all policies and procedures for both the Library and the Community Center (12.31.2020)	Not progressing as expected. While nearly every procedure has been recreated for library operations, the documentation is a result of Covid19 mitigation efforts as opposed to long-term policies and procedures establishment.			X	1.00	0.00
Community Conversations (Library)	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)	Not progressing as expected. Our facilitating team has been meeting remotely with other public libraries to strategize methods of conducting community conversations in a virtual environment. To date, we have not held any conversations.			X	1.00	0.00

	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
4-Year Plan (Library)	Create a four-year plan for rebuilding and refreshing the non-fiction collection (youth and adult). (6.30.2020)	Complete/Substantial Progress. Director and staff were able to physically analyze the non-fiction collection (juvenile and adult) and identify items that needed to be weeded from the collection. After the initial weeding was complete, the team identified "holes" within the collection and have developed a list of subjects in order of priority. Collection development staff are working with director to identify timely and high-quality materials to replace those items that were removed.	X			1.00	1.00
10-Year Operational Report (Finance)	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.	Not progressing as expected. Report was not presented to City Council by June 30, but will be included as part of the Long-Term Financial Plan.			X	1.00	0.00
Credit Card Readers (Finance)	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.	Complete. All locations that accept payment have the ability to accept credit cards.	X			1.00	1.00
Felch Street Cemetery (Cemetery)	Have this operational by late spring of 2020.	In progress. Ready to sell plots soon.		X		1.00	0.50
Felch Street Cemetery (Cemetery)	Make a decision for storage building on site for maintenance equipment by December 31, 2020.	Not much progress. Have not finalized plan whether to go ahead with construction on this project.			X	1.00	0.00
Vactor Truck Replacement (Motor Pool)	Replacement of the 1997 Vactor truck by August of 2020.	Complete. City Council approval (12/20) and unit is ordered.	X			1.00	1.00
State Street Corridor Traffic Study (Streets)	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.	No progress due to Covid19 impacts on traffic.			X	1.00	0.00
Huizenga Park Bathroom Renovations (Parks)	Complete Huizenga Park bathroom renovations for the south side restrooms by 2021 softball season.	Substantial progress. MC Smith designed and bid project. Contractor approved. Construction to start shortly.	X			1.00	1.00
Downtown Maintenance Contractor (Streets)	Make a recommendation to City Council regarding the selection of a downtown maintenance contractor by April 20.	Complete	X			1.00	1.00

	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
2020 Assessment Roll (CDD)	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.	Complete. The City's 2020 Assessment Roll, and the City's assessing practices were found to be in compliance with state statute and guidelines.	X			1.00	1.00
Building Dept. Plan and Documentation Digitalization (CDD)	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.	Complete. Staff has solicited information on how best to digitize plans, so that funding can be requested as part of the 2021/2022 budget development process.	X			1.00	1.00
Howard Miller Building Heating (Facilities)	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.	Both air handlers have been overhauled. The project included new fan bearings, sheaves, belts, variable frequency drives, and new heating and cooling valve actuators.	X			1.00	1.00
Howard Miller Boiler Replacement (Facilities)	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.	Complete. All four new boilers are on line. All new glycol pumps and hot water heat pumps are on line. Back-up generator installed and complete. All insulation installations are complete. The new venting and combustion air chase way on the north side of the building is complete. The new building automation system is fully operational and includes controls for future snow melt. Staff training on systems also complete.	X			1.00	1.00
Residential Smoke Detector Program (Fire/Rescue)	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.	Complete.	X			1.00	1.00
Emergency Management (Fire/Rescue)	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.	Complete.	X			1.00	1.00
Police Accreditation (Police)	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) complete policy rewrite, (2) finalize preparation for outside agency audit of ZPD policy, complete audit of ZPD police and procedure, and (3) become accredited agency.	Substantial progress. The assessors have completed the on-site review. They provided suggestions to a few policies and physical changes within the building that needed updated and/or changed. We are almost finished with the suggestion list and anticipate approval for accreditation when the board meets this February.	X			1.00	1.00



	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Electronic Records Management System (Police)	Transition officers to electronic RMS allowing officers to interface with dispatch narrative screens which saves officer time via access to entered dispatch information and department time by providing quicker statistical analysis of department activities.	At this time, we are not moving forward with reports involving felony and arrested individual cases. We are still on COVID-related split shifts. There are potential pitfalls with changing the reporting process while clerical staff is switching between remote work and on-site assignments. To avoid issues with our most serious cases, we are waiting until clerical staff is returned to on-site work before making this transition. Once the restrictions are lifted, we are ready to proceed and should not experience any further delays.		X		1.00	0.50
Farmer's Market (Marketing/Events)	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.	Complete.	X			1.00	1.00
Maintain Retail & Restaurants	Determine tools/services that are useful to the downtown retail community and encourage participation in a retail committee.	Substantial progress. Between new marketing initiatives (Heal the Zeel, Strength & Main) and assistance with small business relief grants, the Marketing Department has worked hard to support the downtown businesses. There have been no permanent closures for retail or restaurant businesses this year due to COVID nor other circumstances.	X			1.00	1.00

	Subtotal	Earned
<b>Timing of Action Steps</b>		
Vibrant Downtown	17.00	3.50
Strong, Safe & Connected Neighborhoods	5.00	3.00
Economic & Community Development	21.00	11.00
Infrastructure & City Services	20.00	16.00
Culture, Parks & Recreation	5.00	4.00
Financial Sustainability	5.00	3.50
Operational Goals	27.00	21.00
Total Points Available:	100.00	
<b>Total Points Earned on Scorecard:</b>		<b>62.00</b>
<b>City Council Adjustment (if any):</b>		
	<b>Final Points Earned:</b>	<b>62.00</b>