



21 South Elm Street • Zeeland, Michigan 49464 • (616) 772-6400 • FAX (616) 772-5352

CITY OF ZEELAND

2018 Strategic Action Plan

**As Adopted by the Zeeland City Council on
April 16, 2018**

FEEL THE ZEEL



City Vision, Mission and Goals

On an annual basis the Zeeland City Council and staff participate in an annual 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, mission and goals through the development of specific action steps for the short, mid or long-term. For the 2018 Strategic Action Plan the city's vision, mission and goals will remain the same as they have been the past few years.

The City of Zeeland's vision is to "Feel the Zeel". Our mission is to have strong neighborhoods, a vital downtown, a healthy economy, excellent city services, strength in diversity, and great education. To achieve our mission and vision the city has identified broad goals to pursue. These six goal areas include:

Financially Sustainable – Develop organizational wide service and financial strategies that will facilitate/sustain the city's lead role in quality service delivery; and

Economic and Community Development – Pursue private sector investment leading to sustained growth that provides profitable business opportunities for employers/entrepreneurs, local jobs for citizens and enhance the city's tax base; and implement community development initiatives that complement the city's effort to attract and retain economic development projects; and

Policy and Services – Make policy decisions that provide for maximum public investment, lead to decisions that are consistent with the initiatives found with the City's Strategic Action Plan; and provide services that are productive, efficient, and cost-effective; and

Culture, Parks, and Recreation – Expand and/or enhance activities and places that enrich the experience of living in and visiting the City of Zeeland; and

Infrastructure – Maintain and enhance the City's infrastructure to assure optimal quality of life for citizens, visitors, and employers; and

Organizational Development – Continual assessment of the organizational components necessary to retain and recruit high quality personnel in order to deliver the quality programs and services expected of a high functioning organization.



In order to achieve our vision, mission and goals the city identifies specific action steps and operational goals to pursue. As noted earlier, the timeframe for these action steps are short-term (wrap-up), mid (invest now), or long-term (someday). Additionally, they must link with one of the stated broad goals in order to bring us closer to our mission and vision. While the action steps range from short to long-term, the operational goals tend to be short-term goals that are more department specific.

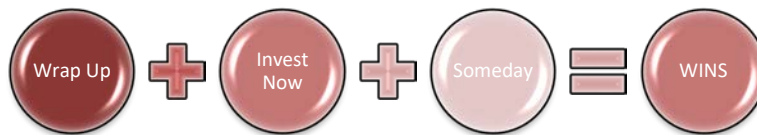
Before we identify the specific action steps and operational goals for the 2018 Strategic Action Plan it may be helpful to briefly outline the process utilized to identify the action steps. This year's process started with an informational session on January 18, 2018. At that session staff presented topics around our broad goals of financially sustainable; economic and community development; policy and services; culture, parks, and recreation; infrastructure; and organizational development. With that information in hand, City Council then reconvened on February 12, 2018 to develop a specific list of action steps to pursue in order to achieve our goals, mission and vision.

Prior to the February 12th session we did ask City Council, and staff, to rank a lengthy list of projects, programs, and ideas to help focus our decision-making process on February 12. In each case we asked them to individually rank their top 15 priorities by assigning their most important priority 15 points, the next 14 points, etc. At the request of City Council, we did not share the staff rankings prior to them individually completing their ranking list. We then compared the City Council and Department Head ranking list at the start of the evening on February 12. What we found was that in many respects, City Council and staff have similar priorities. In those instances where priorities rank differently, City Council sets the ultimate direction for the city to pursue and that direction forms the basis for the detailed action steps that are included in this 2018 Strategic Action Plan. At the end of this document we have included the combined rankings of City Council and Department Heads (Appendix A), individual City Council rankings (Appendix B) and individual staff rankings (Appendix C).

Over several follow-up work/study sessions City Council was asked to ensure that the action steps voted on the February 12, 2018 goal setting retreat should in fact be pursued? To help answer this question City Council was challenged to determine how the proposed actions fit into our broader goals, mission and vision? Key questions that we asked to help answer those questions were why should we do it and what is the value of the action step? If we could not determine how an action step fit into one of our broader goals, and thus how the completion of the action step would benefit our pursuit of our mission and vision, it was not included in the strategic action plan for 2018. There were no action steps preliminarily listed on February 12 that were removed from the final list.



Within this document one will find the individual action steps are categorized in two different ways. First, they each address one of six broader goals listed above that help bring us toward our mission of strong neighborhoods, vital downtown, healthy economy, strength in diversity, excellent city services and great education, which in turn lead us toward our vision of “Feel the Zeel”. The second method we use to categorize the action steps is by the timeframe in which we plan to address each of them. For the 2018 Strategic Action Plan we have three timeframe categories. They are “Wrap-up”, “Invest Now” and “Someday”. Actions under the “wrap-up” category are steps we largely plan to accomplish within a one-year timeframe. Actions under the “Invest Now” category are ones where City Council is currently ready to invest time, resources and/or finances toward the accomplishment of the action. The “Someday” category includes actions that are more of our “dreamers” list. The time to invest in these may not be appropriate right now, but they are things we do want to accomplish someday. The city equates this acronym to the fact that completed actions = WINS.



In addition to identifying each action step with a broad goal and the timeframe for completion, one will find an outcome indicator for each action step and a value statement within the written portion of the 2018 Strategic Action Plan. The outcome indicator specifically identifies what we are striving to accomplish with each action step so that we can measure our level of success at the end of the strategic action plan year. This measurement is important as it holds leadership accountable to the plan and it plays a role in the City’s Performance Incentive Program that is utilized as part of the city’s overall compensation plan for city staff. The value statement helps us tie the action step back into the larger picture. In other words, what value is the completion of the action adding to the organization? In each case the value statement identifies how each action step is helping us achieve one of our goals, which brings us closer to the mission and vision of the city.

With the action steps ranked by priority, the timeframe for completion identified for each action step, and identification of how each action step will help support the accomplishment of our goals, we can imagine how the 2018 Strategic Action Plan will ultimately assist us in reaching our community mission of excellent city services, strong neighborhoods, healthy economy, vital downtown, strength in diversity, and great education as we strive for our vision to “Feel the Zeel!”. The graphic below depicts that as we move from hitting our action steps, to our broad goals, to our mission, we will ultimately hit the target of our “Feel the Zeel!” vision.

FEEL THE ZEEL

Progression from Action Steps to Vision



The 2018 Strategic Action Plan does not end here however. New to this year’s strategic action plan are actions steps deemed as “City Council Operational Goals”. During the annual goal setting retreat we routinely struggle with how to rank previous action steps that may not quite be completed, and/or some significant tasks the city needs to accomplish whether we have them included in our strategic action plan or not. For example, a significant task in 2018 is monitoring the personal property tax reimbursement mechanism utilized by the state. Given the city’s past reliance on personal property tax, and now the reimbursement mechanism, this is a task that the city must work on whether it is in a strategic action plan or not. However, we acknowledge that this is a critically important matter for the city to accomplish and it is one that takes a great deal of time and effort. To acknowledge the importance of this task we determined that adding the category of City Council Operational Goals is worthwhile in order to highlight the significance of this task (and others) in our 2018 Strategic Action Plan.

Finally, as in year’s past we have also included a section that details operational goals for each department. As we looked at past strategic action plans we realized that there are years where a particular department may have numerous action steps identified by City Council that directly fall under their realm of influence, while other years they may not have any. While this certainly does not mean that the strategic action plan does not apply to that particular department, after all, we are all in this together, we feel having department operational goals listed within the 2018 Strategic Action Plan further solidifies each department’s intrinsic value in reaching our overall goals, mission and vision. Each department’s operational goals for the year can be found after the action steps section.

The Zeeland City Council and staff certainly hope that reviewers of this 2018 Strategic Action Plan will obtain a better understanding of where the city plans to focus time, talent and resources both now and in the future. 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

2018 Strategic Action Plan

Community Vision



City Mission

Healthy Economy

Strength in Diversity

Excellent City Services

Great Education

Strong Neighborhoods

Vital Downtown

Broad Goals to Pursue Vision

- Financially Sustainable— Develop organizational wide service and financial strategies that will facilitate/sustain the city's lead role in quality service delivery; and
- Economic and Community Development – Pursue private sector investment leading to sustained growth that provides profitable business opportunities for employers/entrepreneurs, local jobs for citizens and enhance the city's tax base; and implement community development initiatives that complement the city's effort to attract and retain economic development projects; and
- Policy and Services – Make policy decisions that provide for maximum public investment, lead to decisions that are consistent with the initiatives found within the City's Strategic Action Plan; and provide services that are productive, efficient and cost-effective; and
- Culture, Parks, and Recreation-Expand and/or enhance activities and places that enrich the experience of living in and visiting the City of Zeeland; and
- Infrastructure-Maintain and enhance the City's infrastructure to assure optimal quality of life for citizens, visitors, and employers; and
- Organizational Development – Continual assessment of the organizational components necessary to retain and recruit high quality personnel in order to deliver the quality programs and services expected of a high functioning organization.

Action Steps

Wrap-up

1. Cherry Street Lot (Economic & Comm. Development)
2. Medical Office Building (Economic & Community Development)
3. Use of Legal Contingency Fund (Financially Sustainable)
4. Expanded Max Bus Service (Policy & Services)
5. BL196 Interchange Project (Infrastructure)
6. Snow Melt Master Plan (Infrastructure)
7. WiFi Downtown & Wireless Sound System (Infrastructure)
8. Fire/Rescue Service Levels (Policy & Services)
9. Roundabout (Infrastructure)

Invest Now

1. Pension Liability (Policy & Services)
2. Façade-CDBG Funding (Community & Economic Dev.)
3. Cemetery at Felch Street (Policy & Services)
4. Library Alley Snowmelt/Aesthetics (Infrastructure)
5. Cherry Street Corridor Improvements (Infrastructure)
6. Huizenga Park Phase II (Culture, Parks & Recreation)

Someday

1. Sligh Building (Community & Economic Development)
2. City on a Hill Parking Lot (Community & Economic Dev.)
3. ZPS-Cityside Parking (Community & Economic Dev.)
4. Non-Motorized Pathway Plan-BL196 Pedestrian Crossing (Infrastructure)
5. Single Hauler Refuse (Policy and Services)

City Council Operational Goals

1. Personal Property Tax Financial Model Update (Financially Sustainable)
2. Police Chief Position (Organizational Development)
3. City Clerk Position (Organizational Development)
4. Redevelopment Ready Community (RRC) Initiative (Economic & Community Development)
5. New Business Notification Program (Policy & Services)
6. Extended Library Hours (Culture, Parks & Recreation)

Completed Actions = WINS

City of Zeeland 2018 Strategic Plan Action Plan

Financial Stability – Develop organizational wide service and financial strategies that will facilitate/sustain the city’s lead role in quality service delivery.

Action Step	Outcome Indicator	Value Statement	Lead	Timing
(1) Use of Legal Contingency Fund	As part of the adoption of the Fiscal Year 2018-2019 Budget, purposefully allocate the funds available in the Legal Contingency Fund for appropriation in the overall budget.	Assists in the development of an overall financial strategy that will facilitate/sustain quality service delivery and financial stability.	Kevin Plockmeyer	Wrap Up
(2) Personal Property Tax Financial Model Update (City Council Operation Goal)	Continue to work on budget process due to changes in Personal Property. After receipt of FY19 Personal Property Tax Reimbursement Check, update the 5-year projection model. This update will include a review of the reimbursement assumptions and personal property tax values. City Council will be notified of any budgetary impacts by December 31, 2018.	Assists in the development of an overall financial strategy that will facilitate/sustain quality service delivery and financial stability.	Kevin Plockmeyer	City Council Annual Operational Goal



Economic and Community Development – Pursue private sector investment leading to sustained growth that provides profitable business opportunities for employers/entrepreneurs, local jobs for citizens and enhance the city’s tax base; and implement community development initiatives that complement the city’s effort to attract and retain economic development projects.

Action Step	Outcome Indicator	Value Statement	Lead	Timing
(1) Cherry Street Lot	By the end of 2018, decide if the City will sell the lot for a single-family residential use or hold it to aid in the redevelopment of the Medical Office Building (MOB).	Impacts the overall Downtown Vision Plan, specifically the Medical Office Building Site and Cherry Street Corridor.	Tim Klunder, Abby deRoo and Tim Maday	Wrap Up
(2) Medical Office Building	(a) By the end of 2018 determine the future vision for the MOB site, including future land use and preferred development options. (b) Determine if the City will play the lead role in “redevelopment” of the site or let the private sector carry out the vision.	Embrace a collective vision for this vital downtown corner and facilitate a Public/Private Partnership that underscores the principles of the Downtown Vision Plan.	Tim Klunder, Abby deRoo and Tim Maday	Wrap Up
(3) Façade – CDBG Funding	Continue to work closely with the MEDC to provide grant access to local property owners to continue to strengthen Zeeland’s downtown revitalization. Pursue avenues to assist in expediting the speed of the grant process, such as continuing to partner with Lakeshore Advantage for grant writing and management services as well as requiring single source architects and contractors for all applicants. Host a property owner meeting and provide pre-grant checklist and application packet. Attempt to have grant participants selected by December 2018.	Strengthens the City’s methods for grant access and management, making grant participation both desirable and plentiful and private investment in downtown properties a rewarding experience.	Abby deRoo and Kevin Plockmeyer	Invest Now
(4) Sligh Building	By July 2018 set up a meeting with Sligh Building owner and realtor to discuss a plan for if/when/how a sale of the building might occur. Include creative thinkers, such as Lakeshore Advantage, as needed.	Identify ways in which the City can assist to move this project back to a redevelopment ready position as consistent with the Downtown Vision Plan.	Abby deRoo and Tim Klunder	Someday



(5) City on a Hill Parking Lot	By July 1, 2018 engage in a conversation with City on a Hill leadership to determine whether CoH is interested in exploring the possibility of converting some or all of the north parking lot to residential lots for development. If a willingness to explore the concept is expressed, by December 31, 2018 determine whether or not the concept is feasible.	Evaluates potential opportunity for redevelopment of site in order to further build strong neighborhoods.	Tim Maday	Someday
(6) ZPS-Cityside Parking	By July 1, 2018 engage in a conversation with Zeeland Public Schools leadership to determine whether ZPS is interested in exploring the possibility of converting some or all of the Cityside Middle School south parking lot to residential lots for development. If a willingness to explore the concept is expressed, by December 31, 2018 determine whether or not the concept is feasible.	Evaluates potential opportunity for redevelopment of site in order to further build strong neighborhoods.	Tim Maday	Someday
(7) Redevelopment Ready Community (RRC) (City Council Operational Goal)	By December 31, 2018 complete step two, the evaluation phase of the Redevelopment Ready Community certification process including passing a resolution to proceed with certification.	Ensures that City Policies and Procedures are in place to appropriately assist with economic development projects.	Tim Maday	City Council Annual Operational Goal



Policy and Services – Make policy decisions that provide for maximum public investment, lead to decisions that are consistent with the initiatives found within the City’s Strategic Action Plan; and provide services that are productive, efficient and cost-effective.

Action Step	Outcome Indicator	Value Statement	Lead	Timing
(1) Expanded Max Bus Service	Make a decision on the addition of a 2 nd route in the city by July 1, 2018.	Provides service that enables the City to build on Mission points of healthy economy, strength in diversity and excellent city services.	Tim Klunder	Wrap Up
(2) Fire/Rescue Service Levels	During calendar year 2018 evaluate Fire/Rescue service levels by examining such things as (a) appointing a full-time Fire/Rescue Chief in order to pro-actively carry out such things as fire prevention, hazardous material planning, facility pre-plans, and inspections; (b) eliminating priority three calls; (c) utilizing police to assist with medical response thru such things as AED’s in cars, etc.; (d) engaging in discussions with other area fire/rescue departments as a means of addressing the challenges of availability/frequency of “paid on call” FF/MFR; and (e) evaluating other options that may be identified.	Helps create a vision for desired level of Fire/Rescue Services within the city and how best to provide those service levels.	Tim Klunder and Fire Chief	Wrap Up
(3) Pension Liability	Continue to plan to pay off the unfunded liability of the Defined Pension Plan by the end of Fiscal Year 2023. In Fiscal Year 2018, an additional \$500,000 contribution will be made to the Defined Benefit Pension Plan in order to offset potential market and actuarial adjustments over this time period.	Provides financial policy that will assist city’s ongoing efforts to be financially sustainable.	Kevin Plockmeyer	Invest Now
(4) Cemetery @ Felch	Within the Fiscal Year of 2018-2019 budget, provide funding level in order to finalize construction at the cemetery so that plats can be sold in 2019.	Development will make this city property usable for cemetery in spring of 2020.	Scott Nienhuis	Invest Now
(5) Single Hauler Refuse	Conduct community engagement efforts such as mailed surveys and neighborhood meetings to gauge public input on the possibility of converting to single hauler refuse franchise options versus non-exclusive franchise options.	Potential to maximize public investment in streets, residential quality of life, and provide cost-effective service.	Tim Klunder	Someday



(6) New Business Notification Program (City Council Operational Goal)	By December 31 2018 determine if the City would like to pursue the creation of a new business notification program. If the decision is to proceed with a program, determine a model to use when creating the program.	Enables city departments to ensure appropriate city services are being provided and maintained at location.	Tim Maday	City Council Annual Operational Goal
---	---	---	-----------	--------------------------------------



Culture, Parks and Recreation – Expand and/or enhance activities and places that enrich the experience of living in and visiting the City of Zeeland.

Action Step	Outcome Indicator	Value Statement	Lead	Timing
(1) Huizenga Park Phase II	Proceed with design plans for Phase II of the Master Plan at Huizenga Park. Seek full funding level in Fiscal Year 2018/2019 budget in order to have plan designs, bid specifications and bids opened by December 31, 2018.	Enhances and expands active and passive recreational opportunities at Huizenga Park.	Scott Nienhuis	Invest Now
(2) Extended Library Hours (City Council Operation Goal)	The Howard Miller Public Library Staff and Advisory Board will develop a proposal to extend operational hours that will enhance library service and availability for City Council’s consideration by December 31, 2018.	Expands the availability of library hours which further enhances a quality of life aspect in the city.	Leann Parker	City Council Annual Operational Goal



Infrastructure – Maintain and enhance the City’s infrastructure to assure optimal quality of life for citizens, visitors, and employers.

Action Step	Outcome Indicator	Value Statement	Lead	Timing
(1) BL196 Interchange Project	Play an active role with MDOT on the reconstruction of the BL196 Interchange in 2018. If necessary, be the grant administrator for the project including coordination of local match funds.	Improves the East Gateway to the city with improved vehicular movement patterns through the interchange area.	Tim Klunder	Wrap Up
(2) Snow Melt Master Plan	Seek RFP’s from engineering firms for completion of a snow melt feasibility study and for assistance with developing a master plan. The plan will assess such things as heat sources, geographic area for snow melt, operational costs, etc. Have plan substantially complete by the end of 2018.	Improve the downtown experience for pedestrians and businesses and reduce street and sidewalk maintenance costs, possibly with waste heat from the power plant.	Steve Venlet	Wrap Up
(3) WiFi Downtown and Wireless Sound System	Present WiFi and Sound System options and costs to City Council by August 1, 2018. Determine which option best fits the needs of the City. If it is determined to move forward this year, then staff will seek proposals/bids, as required and have the system installed by December 2018.	Strengthen communication during special events and provide daily background music and opportunities for public use of technology.	Abby deRoo and Kevin Plockmeyer	Wrap Up
(4) Roundabout	Make a decision on whether to proceed forward with the Washington Avenue Roundabout no later than May 1, 2018. If approved, have project ready for bid for construction in 2019.	Enhances the West Gateway to the city via improved safety features, vehicular capacity enhancements, pedestrian walkways along this corridor, and aesthetic improvements.	Scott Nienhuis	Wrap Up
(5) Library Alley Snowmelt/Aesthetics	(a) Present City Council with a design of the alley aesthetic improvements in conjunction with an engineered design replacement of the two hot water boilers at the Howard Miller Building while also evaluating how a long-term snow melt master plan may impact the sizing of the boilers at the HMCC. Have Library/HMCC	To provide a reliable heating system for the building and any snow melt system well into the future while improving the downtown experience by providing a	Abby deRoo, Tim Maday, Steve Venlet and Tim Klunder	Invest Now

	boiler final design in place and have project ready for bid by December 31, 2018.	pedestrian friendly area to and from the south downtown parking lot, Main Avenue and the Howard Miller Library/CC.		
(6) Cherry Street Corridor Improvements	(a) Present preliminary engineering plans and budget for an improved Cherry Street Corridor to City Council in the summer of 2018. (b) By December 31, 2018 have project incorporated into the City's six-year street plan.	Continue to advance implementation of Downtown Vision Plan and such addendums by endorsing concepts for the Cherry Street Corridor and setting an approved project timeline.	Tim Klunder, Scott Nienhuis and Abby deRoo	Invest Now
(7) Non-Motorized Pathway Plan – BL196 Pedestrian Crossing	Have a non-motorized pathway plan completed by summer 2018. After the completion of the pathway plan, make further determination on pursuing a BL196 crossing and perform additional planning as necessary.	Non-motorized pathway plan will enhance quality of life offerings by ensuring the planned development of a network of sidewalks, pathways, bike lanes, etc. throughout the city with particular attention given to providing safe access across BL196.	Tim Klunder, Scott Nienhuis and Tim Maday	Someday



Organizational Development – Continual Assessment of the Organizational Components Necessary to Retain and Recruit High Quality Personnel in order to Deliver the Quality Programs and Services Expected of a High Functioning Organization.

Action Step	Outcome Indicator	Value Statement	Lead	Timing
(1) Police Chief Position (City Council Operational Goal)	Appoint a new Police Chief by May 8, 2018.	Leadership position needed to provide high quality of police services citizens have come to expect.	Tim Klunder	City Council Annual Operational Goal
(2) City Clerk Position (City Council Operational Goal)	Appoint a new City Clerk by July 1, 2018.	Leadership position needed to provide City Council support and Human Resource assistance to the City/BPW.	Tim Klunder	City Council Annual Operational Goal



City of Zeeland 2018 Department Operational Goals

Clean Water Plant

1. Establish a baseline for utility and chemical usage at the CWP now that all the flows and equipment have been brought online (this will help find areas to save in the future), while exceeding 95% on all DEQ parameter requirements.
2. Implement an environmental awareness campaign where at a minimum of 4 times a year we promote environmental issues that affects Zeeland's services and ways people can help do things the proper way. The campaign will be small (bookmark type) flyers that can be put in with the sewer bills and/or use social media due to the fact some people use electronic payments.

Clerk

1. Organize and update our City Project Files and continue to monitor and update these files on a quarterly basis. Presently we have a good amount of files waiting to be compiled and organized. This is an important but time-consuming procedure and with it listed as one of our operational goals, it will help us keep it as a priority.
2. We would like to create an "intranet" for our employees. This would be a private network accessible only to our City and BPW staff. This would be used for relaying information and retrieving forms and resources by our employees. After just a little research into this, we have found that the cost could be minimal.

Marketing Department

1. Pursue opportunities to resurrect Christmas Yard Card workshops and publicity.
2. Lead a focus group to revise the Downtown Vision Plan.

Community Development Department

1. By December 31, 2018 identify a bank that is willing to partner with the City to continue working towards gaining access to Neighborhood Improvement Program funding through the Federal Home Loan Bank of Indianapolis for a home repair program for the City of Zeeland.



2. By December 31, 2018 ensure documentation is on file in accordance with Department of Treasury guidelines for all tax-exempt parcels in the City.

Library

1. Due to unforeseen circumstances, the library's 2018 Operation Goal will be a continuation from 2017. The Howard Miller Library will focus on establishing a Strategic Action Plan that will be completed by the end of 2018.
2. Due to the increase in families with younger children visiting the Children's Area since our 2016 renovations, our goal is to provide more programming for children from 18 months to 3 years old. Currently we offer two reoccurring programs from this age group: Toddler Laptime and Silly Sensory. By increasing the variety and frequency of structured programs offered to this age group, we can meet the needs of our growing community. For 2018, we will add the following Toddler programs:
 - At least two events with a hired performer focusing on Music and Movement
 - At least one event focusing on creation through artistic process
 - At least one event exploring science for the young mind
 - At least one event exploring touch, exploration and social interaction

Police

1. Little Free Library. The process is simple: A library is built and is usually shaped like a little house to be placed curbside. The library may be registered online and then an official registration plaque is provided by LFL. Children's books and regular books are then placed inside by anybody in the community who wishes to donate books they no longer read. Anybody who stops at the library may take a book or leave a book. This provides a nice way for the community to share and recycle books that often end up in our landfills.

The Goal: The Zeeland Police Department would like to provide this community with a LFL to be placed in front of the ZPD during 2018.



2. Provide More Community Outreach. The Zeeland Police Department will be involved in at least three events that will allow positive interaction between officers and citizens. This can be achieved in several ways:
 - ZPD will set up a booth during one of the downtown community events and call it “Corn on a Cop”. Officers will pass out popcorn, and corn on the cob, for free.
 - ZPD will work with Holland Department of Public Safety to get their Ice Cream Patrol truck to appear at some of the downtown events and officers will pass out free ice cream.
 - ZPD will host a “Coffee with a Cop” event. Citizens can come join ZPD officers with a free cup of coffee provided by ZPD and ask questions or voice concerns.

Fire/Rescue

1. Create a Community CPR Training Program
Early access to defibrillation and “hands on” CPR is critical to the outcome of a cardiac patient. Zeeland Fire Rescue would like to host (2) Community CPR Training opportunities in 2018-2019 that gives the citizens, businesses, and bystanders the ability to become CPR/AED Certified. We have reflected this opportunity in our budget under account #101.336.970.
2. Update the City of Zeeland Emergency Management Plan
One of the responsibilities of the Fire Chief, and Zeeland Fire Rescue, is to coordinate and execute the Emergency Management Plan for the City of Zeeland. This is done in assistance and partnership with the Ottawa County Emergency Management Division. One of the key aspects of a good plan, is exercising the plan to ensure its capabilities. It has been many years since the City of Zeeland Emergency Management Plan was updated and exercised.

Motor Pool

1. By December 31, 2018 evaluate all City equipment and make sure that it is compliant with MDOT standards as far as service work.



Street Department

1. By December 31, 2018 inspect and clean all Major Street catch basins to ensure that the proper maintenance has been applied and that they be free of debris and sediment.
2. That 25% of our storm water has been televised and recorded by December 31, 2018.

Cemetery and Parks Department

1. Complete work on Felch Street Cemetery drives and irrigation sleeves and irrigation installation by December 31, 2018.
2. Complete barking, weeding and all necessary head stone installation by May 25, 2018.
3. Have ice skating rink deconstructed and splash pad operational by May 25, 2018.
4. By December 31, 2018 have a process for creating a sustainable Park Improvement Plan.

Finance/Treasury

1. Transition General Fixed Assets and Clean Water Plant Fixed Assets from a spreadsheet to BS&A's General Fixed Asset program by July 1, 2018.
2. Evaluate cash handling procedures for all departments and implement changes by December 31, 2018.

Facilities Maintenance

1. By November 1, 2018, manually operate all HVAC controls to confirm that the status points in the energy management systems are correct and make any necessary repairs.
2. By December 31, 2018, complete carpet machine cleaning, floor scrubbing and refinishing in all buildings and have new staff trained in the use of equipment and procedures used for these functions. This work will be completed on Saturdays during staff coverage of community center activities.

Appendix A

2018 GOALS RANKING CONSIDERATIONS

	City Council Ranking	Depart. Head Ranking
	Priority	Priority
Use of city-owned lot at 136 E. Cherry Avenue Lot	1	8
Use of Legal Contingency Fund	2	2
Medical Office Building Redevelopment (corner of Cherry and Church)	3	1
Addition of 2nd Fixed Route for Max Bus	3	20
Work with MDOT to redesign East Side Entrance (Main/BL 196/M121)	3	12
Funding of the Unfunded Pension Liability	6	25
Old Sligh Building Redevelopment	6	13
Snow Melt System Master Plan	8	4
Downtown Façade Grant Program - CDBG Funding	9	53
Cemetery Expansion at Felch Street	10	8
Plan to Mitigate Personal Property Tax Loss	11	4
Downtown Wi-Fi Hot Spots	12	
Fire/Rescue Service Levels (ie, FT Fire/Rescue Chief)	13	4
Snow Melt System Expansion - Library/Community Center/Alley	13	11
Redevelopment of City on a Hill Parking Lot along Central Avenue	15	
Cherry Street Corridor Improvements	16	10
Police as First Responders	17	
Snow Melt System Expansion - Municipal Downtown Parking Lots	17	36
Snow Melt System Expansion - Downtown Sidewalks	17	
Work with ZPS for amended parking plans around Cityside MS	20	27
Re-open 84th Street railroad crossing for development	20	40
Refuse - Single Hauler Franchise	22	56
Downtown Business Expansion/Recruitment	23	19
Rexamine Allowable Zoning Uses in Downtown	23	20
Relocate Cityside Athletic Fields to across from school/redevelop existing field area	23	33
Improve the West Gateway (ie, roundabout at west "y")	26	15
Downtown Wireless Sound System	27	49
Improve Alley North of HM Library and Community Center	28	3
Police Chief Search	28	
Huizenga Park Master Plan Phase II Implementation	30	15
City Clerk Search	30	
Food Vendor "Court" in Downtown Area	32	
Policy for Private Contributions to Public/Private Partnerships	32	
Convert Cityside Middle School Parking Lot along Central to Residential Lots	34	49
Snow Melt System Expansion - Downtown Streets	34	23
Redevelopment Ready Community Certification	36	53
Enable space for added outdoor seating for restaurants in downtown (parklets)	36	23
Adopt City Fire Code	38	7
Expanded Library Hours	38	43
Complete gaps in sidewalks and bikepaths throughout the city	40	36
Charter Amendment(s)/Revision	41	
Upgrade Medical Response License to Basic Life Support	41	28
New Business Notification Program	43	18
Develop New Citizens Packet	43	
Audio/Video Recording Devices (ie, body cameras for Police)	43	36
Employee Time-Off Policy Update	46	33
Succession Plan for Departments	46	49
Tax Abatement Policy Review	48	
Pedestrian Passageway from parking lots to Main Avenue	48	22
Income Tax Exploration		
Millage Reduction		
Commercial Rehab/Redevelopment Policy Review		
Downtown Development Authority		36
Industrial Development Expansion/Recruitment		
Develop a local hotel		
Affordable Housing Efforts (ALICE Threshold)		
Home Repair Program		31
Create Neighborhood Associations		
City Master Plan Update		31
Downtown Vision Plan Update		33
Update City's Donation Policy for Non-Profits		
Increased Community Recycling Options		49
Contract Services with Other Entity/Private Company (name service)		
Seek collaborative efforts with other government units		

	City Council Ranking	Depart. Head Ranking
Alcohol Committee's Annual Review Policy		43
City to take over Billing for the Downtown Dumpster Program		43
Develop Green Infrastructure Plan/Storm Water Plan (update Stormwater Ordinance)		
City Sustainability Plan		
Comprehensive Update to City Vision/Mission		
Community Marketing		
City Website Expansion		
Develop Additional Areas of City-Wide Communication		
City Hall Messaging system via electronic lobby monitors		
Fire/Rescue Auto Aid Agreements		30
Create Community CPR/First Aid Program		29
Review and Update City's Emergency Plan		14
Comprehensive Traffic Study to review intersections, traffic signals, etc		
Underground all electrical wires along city streets		43
Snow Melt System - Other		
Snow Melt Cost Assessment Policy		43
Comprehensive Non-Motorized Plan Development (Complete Streets)		40
Ensure sidewalks on at least one side of every street		
Install Ornamental Street Lighting through all residential neighborhoods		
Enhanced Pedestrian Crossing at BL-196		15
Develop Lawrence Park Pavilion into a 4 season structure		40
Expand Zeeland Recreation for Aquatics Park		
Develop Ice Rink/Covered Outdoor Market		53
Develop a Dog Park		
Develop East Side Park		
Move Skateboard Park to North of BL196		56
Add Skateboard Park (north of BL196)		
Continue/expand programs for arts/culture		56
Explore Reintroduction of Christmas Yard Cards		
Expand Downtown Christmas Lights/Décor		43
Staff Training/Professional Development		26

Appendix B

City Council Goals Ranking Survey Responses - February 9, 2018

Please give us your name	Use of city-owned lot at 136 E. Cherry Avenue lot	Use of Legal Contingency Fund	Medical office building & redevelopment (corner of Cherry & Church)	Addition of 2nd fixed route for MAX Bus	Work with MDOT to redesign East Side entrance (Main/BL 196/M121)	Funding of the Unfunded Pension Liability	Old Sligh Building redevelopment	Snow melt system Master Plan	Downtown Facade Grant Program-CDBG Funding	Cemetery expansion at Felch Street	Plan to Mitigate Personal Property Tax Loss	Downtown WiFi hot spots	Fire/Rescue service levels (i.e., FT Fire/Rescue Chief)	Snow melt system expansion - Library/Community Center/Alley	Redevelopment of City on a Hill parking lot along Central Avenue	Cherry Street corridor improvements	Police as first responders	Snow melt system expansion - municipal downtown parking lots	Snow melt system expansion - downtown sidewalks	Work with ZPS for amended parking plans around Cityside Middle School	Re-open 84th Street railroad crossing for development	Refuse-single hauler franchise	Downtown Business Expansion/Recruitment	Re-examine allowable zoning uses in downtown
Jim Broersma		13				11	3	10						9				7	6		15	12		
schyuler wilson	12					15	13		10				5		6						2		14	11
Richard Van Dorp	13					5	12	14	8	3	15	10			11	2	7				9			
Kevin Klynstra	13	15	14	12	9		1	4	7	8			10			5	11				2			3
Mary Beth Timmer	2	15		9	14					13	8			3		1								
Glenn Kass	13	5	14	9	3							8	7	10				11	12				4	
Sally gruppen	14		13	11	15	8	10	2				5			4	12					6			
TOTAL:	67	48	41	41	41	39	39	30	25	24	23	23	22	22	21	20	18	18	18	17	17	16	14	14

City Council Goal

Please give us your name	Re-locate Cityside Athletic Fields to across from school/red existing field area	Improve the west gateway (i.e., roundabout at west "Y")	Downtown wireless sound system	Improve alley north of HM Library and Community Center	Police Chief search	Huizenga Park master plan Phase II implementation	City Clerk search	Food vendor "court" in downtown area	Policy for private contributions to public/private partnerships	Convert Cityside Middle School parking lot along Central to residential lots	Snow melt system expansion - downtown streets	Redevelopment Ready Community certification	Enable space for added outdoor seating for restaurants in downtown (parklets)	Adopt City Fire Code	Expanded library hours	Complete gaps in sidewalks and bikepaths throughout the city	Charter amendment(s)/revision	Upgrade medical license to Basic Life Support	New Business Notification Program	Develop New Citizen packet	Audio/video recording devices (i.e., body cameras for police)	Employee time off policy update	Succession plan for departments	Tax Abatement Policy Review	
Jim Broersma	14		5								8							4	2					1	
schyuler wilson								9		8			7				4				3				
Richard Van Dorp				6		4																1			
Kevin Klynstra				1		6																			
Mary Beth Timmer		12		4	11		10					7			6	5									
Glenn Kass														6					1			1		2	
Sally gruppen		1	7						9												3				
TOTAL:	14	13	12	11	11	10	10	9	9	8	8	7	7	6	6	5	4	4	3	3	3	2	2	1	

City Council Goal

Please give us your name	Pedestrian passageway from parking lots to Main Avenue	Income Tax Exploration	Millage Reduction	Commercial Rehab/Development Policy Review	Downtown Development Authority	Industrial Development Expansion/Recruitment	Develop a local hotel	Affordable Housing Efforts (ALICE Threshold)	Home Repair Program	Create Neighborhood Association	City Master Plan update	Downtown Vision Plan update	Update city's donation policy for non-profits	Increased community recycling options	Contract services with other entity/private company (name service)	Seek collaborative efforts with other government units	City to take over billing for the downtown dumpster program	Develop green infrastructure plan/Storm Water Plan (update Stormwater Ordinance)	City Sustainability Plan	Comprehensive update to City Vision/Mission	Community Marketing	City website expansion	Develop additional areas of city-wide communication	City Hall messaging system via electronic lobby monitors
Jim Broersma																								
schyuler wilson	1																							
Richard Van Dorp																								
Kevin Klynstra																								
Mary Beth Timmer																								
Glenn Kass																								
Sally gruppen																								
TOTAL:	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

City Council Goal

Please give us your name	Fire/Rescue auto agreements	Create community CPR/First Aid program	Review and update city's Emergency Plan	Comprehensive traffic study to review intersections, traffic signals, etc.	Underground all electric wires along city streets	Snow melt system - other	Snow melt cost assessment policy	Comprehensive non-motorized plan development (Complete Streets)	Ensure sidewalks on at least one side of every street	Install ornamental street lighting through all residential neighborhoods	Enhanced pedestrian crossing at BL-196	Develop Lawrence Park Pavilion into a 4-season structure	Expand Zeeland Recreation for aquatics park	Develop ice rink/covered outdoor market	Develop dog park	Develop east side park	Move skateboard park to north of BL196	Add skateboard park (north of BL196)	Continue/expand programs for arts/culture	Explore reintroduction of Christmas yard cards	Expand downtown Christmas lights/decors	Staff training/personal development	Alcohol Committee's Annual Review Policy	
Jim Broersma																								
schyuler wilson																								
Richard Van Dorp																								
Kevin Klynstra																								
Mary Beth Timmer																								
Glenn Kass																								
Sally gruppen																								
TOTAL:	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Appendix C

DEPARTMENT RANKINGS
2/5/18

Medical office building & redevelopment (corner of Cherry & Church)	Use of Legal Contingency Fund	Improve alley north of HM Library and Community Center	Plan to Mitigate Personal Property Tax Loss	Fire/Rescue service levels (i.e., FT Fire/Rescue Chief)	Snow melt system Master Plan	Adopt City Fire Code	Use of city-owned lot at 136 E. Cherry Avenue lot	Cemetery expansion at Felch Street	Cherry Street corridor improvements	Snow melt system expansion - Library/Community Center/Alley	Work with MDOT to redesign East Side entrance (Main/BL 196/M121)	Old Sligh Building redevelopment	Review and update city's Emergency Plan	Improve the west gateway (i.e., roundabout at west "Y")
12		13		11	15	9		10		14				8
14	15	7		5	11			9	10					
12		7		2				14	9		13	1		11
13	15		14					11		1	9			12
				15	4	14				3	7	8	13	2
12	15	6	14			13	12			8			7	
10		14	12	5	13	8	9		7	15	11			
11	15	9		14				3						13
15		13			11		14		12				10	
13	15		14	2		4	12		7				10	8
112	75	69	54	54	54	48	47	47	45	41	40	36	34	33

Enhanced pedestrian crossing at BL-196	Huizenga Park master plan Phase II implementation	New Business Notification Program	Downtown Business Expansion/Recruitment	Re-examine allowable zoning uses in downtown	Addition of 2nd fixed route for MAX Bus	Pedestrian passageway from parking lots to Main Avenue	Enable space for added outdoor seating for restaurants in downtown (parklets)	Snow melt system expansion - downtown sidewalks	Funding of the Unfunded Pension Liability	Staff training/personal development	Work with ZPS for amended parking plans around Cityside Middle School	Upgrade medical response license to Basic Life Support	Create community CPR/First Aid program	Fire/Rescue auto aid agreements
		6								3				
	8		12	13	6									
10	15					6				4				
10	8		5		4	2		6		3				
1		9										12	11	10
							10	9			11			
							4		6	3				
12		5	6		4	10	1		8					
	2	7		6							1			
					5									
33	33	27	23	19	19	18	15	15	14	13	12	12	11	10

Home Repair Program	City Master Plan update	Downtown Vision Plan update	Re-locate Cityside Athletic Fields to across from school/red develop existing field area	Employee time off policy update	Downtown Development Authority	Audio/video recording devises (i.e., body cameras for police)	Snow melt system expansion - municipal downtown parking lots	Complete gaps in sidewalks and bikepaths throughout the city	Re-open 84th Street railroad crossing for developm ent	Comprehe nsive non-motorized plan developm ent (Complete Streets)	Develop Lawrence Park Pavilion into a 4-season structure	City to take over billing for the downtown dumpster program	Undergrou nd all electric wires along city streets	Snow melt cost assessme nt policy
				4		7		5				2		
				4										
			8											5
							7							
									6				5	
											4			
					7			2						
	9		8										5	
9										6				
9	9	8	8	8	7	7	7	7	6	6	6	5	5	5

			Convert Cityside Middle School parking lot along Central to residential lots	Increased community recycling options	Downtown wireless sound system	Succession plan for departments	Downtown Facade Grant Program-CDBG Funding	Redevelopment Ready Community certification	Develop ice rink/covered outdoor market	Refuse-single hauler franchise	Move skateboard park to north of BL196	Continue/expand programs for arts/culture
Expanded library hours	Alcohol Co	Explore reintroduction of Christmas yard cards										1
3					3			2	1			
		5			3				2			1
2										1		
			4				3					
				3					1			
5	5	4	3	3	3	3	2	2	2	1	1	1