



# CITY OF ZEELAND

## 2021 STRATEGIC ACTION PLAN

### SCORE CARD ASSESSMENT

**City of Zeeland - 2021 Strategic Action Plan Score Card Assessment**

<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	During fiscal year 2021-2022 explore property owner's long-term plans and current tenant needs to determine possibilities/timeline for downtown passageway and/or site improvements.	The City has an accepted offer on the 135/137 East Main properties. Closing will occur in January. Staff has worked with our downtown planning consultants to create an RFP to redevelop these spaces, detailing the requirement to include a downtown passageway. The RFP should be finalized in January and approved at a January or February City Council meeting. After that the RFP will be mailed to area developers. Staff has casually met with four potentially interested parties and will continue to do so as the RFP becomes available to the public.	X			2.00	2.00
Library Alley Project	By August 31, 2021, 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.	Complete, pending a small punch list, additional site furnishings arriving spring 2022.	X			2.00	2.00
Parking Needs & Assessment Plan	By June 1, 2021 determine if summer of 2021 is the most effective time to conduct a parking study, based on current pandemic restrictions and level of restored downtown activity. If so, authorize a professional parking study to be conducted in July 2021. If sufficient downtown activity has not yet been restored, postpone the study until summer 2022.	Planning to launch this study summer 2022. Staff has started to seek RFP templates from other communities to begin building our desired RFP document. Aiming to have a consultant selected Spring 2022. Lindsey Mohr has been enlisted to assist in gathering RFP templates.	X			3.00	3.00
Cherry Avenue Improvement	By August 31, 2021, substantially complete the Cherry Avenue Improvement Project including the repaving of Cherry Avenue and the installation of a snowmelt sidewalk on the northside of Cherry Avenue.	Complete, additional site furnishing arriving spring 2022.	X			2.00	2.00
Downtown Hotel	During fiscal year 2021-2022 explore professional market study or recruitment services for a downtown hotel.	No major movement on this but staff has sought some advice from Greg Holcombe and Jennifer Owens as to how to begin.			X	1.00	0.00
Downtown Redevelopment Opportunities	Create a large parcel inventory, including contact person and intentions of future use (if available), by December 2021.	Large parcel database has been created. Includes location, contact information and current use. Future uses will be added as identified.			X	2.00	0.00
Gateway Improvements at State & Main	Enlist professional assistance to design possible gateway treatments for the SE, SW, NW corners of State and Main that complement the development at 3 E. Main by December 2021. Approach property owners for participation by June 30, 2022.	JHLE has started sketching gateway options. Concentrated on western gateway first (NE corner of State/Main) as it relates to adjoining redevelopment project at that site. Shared gateway enhancement sketches with developers of 3 E. Main to persuade architectural changes to their proposed building. Will now focus on eastern gateway into downtown. With the amount of new work we have thrown at our downtown planning consultants (Sligh block visioning and 135 E. Main RFP, they have not had the opportunity to produce the next phase of plans for this project. With the aforementioned plans completed, they can now shift back to the gateway project plans.)		X		2.00	1.00

	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
<b>Strong, Safe &amp; Connected Neighborhoods</b>							
	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
BL-196 Crossing (Non-motorized east entrance)	Continue discussions with potential regional partners (townships, Mac Greenway, OCP) on crossing and determine a preferred location by June 30, 2022.	At its December 13th Technical Committee meeting, it was recommended that the MACC update their work plan to include crossing corridor study of BL-196 from 8th Street in Holland to I-196 in Zeeland Township. This study will evaluate the best crossing location(s) throughout this corridor. The intention is to have this study completed in coordination with the design work for the proposed BL-196 reconstruction project slated for 2024.	X			2.00	2.00
Improvements to BL-196 Corridor	By December 31, 2021, present a finalized master plan of proposed beautification improvements to the BL-196 Corridor that comply with Michigan Department of Transportation (MDOT) standards.	A beautification plan was presented to City Council at its November 1st meeting.	X			2.00	2.00
Non-Motorized System Plan (policy decisions)	By December 31, 2021, engage the Planning Commission/City Council in policy discussions on suggested strategies for non-motorized pathways in the Non-Motorized Pathway Plan (ie, eliminating on-street parking on one-side to incorporate bike lane) with the potential of a pilot project in 2022.	Planning Commission discussions have not yet occurred.			X	3.00	0.00
Housing Stock Inventory	By December 31, 2021 complete a housing stock inventory assessment of all detached residential properties in the city to evaluate the condition of the city's housing stock.	Complete all housing stock has been inventoried.	X			3.00	3.00
<b>Economic &amp; Community Development</b>							
	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Sligh Building	Work with new owner of Sligh Building to assist in the redevelopment of the property through such things as an evaluation of closing Maple, use of the ZCDC lot for parking, tax incentives, etc.	Complete. The developer is seeking a conditional site plan approval at Planning Commission's January 20th meeting.	X			6.00	6.00
3 E. Main	Spring 2021, present development proposal to City Council. If project scope is approved, prepare negotiations and development agreement by December 2021.	This project has grown to include 9/11 E. Main. Worked with developer to reach price/asset negotiations for the sale of the City's parcel. Staff has submitted revisions of the Purchase & Development Agreement to the City Attorney. Upon completion, this new agreement will be shared with the developer and taken to City Council for approval.		X		6.00	3.00
Alcohol Ordinance Review	By December 31, 2021 consider amendments to the City's Alcohol Beverage Ordinance for things such as the inclusion of Redevelopment Liquor Licenses and transfer-in licenses as allowed licenses beyond quota licenses; and other items such as a special provisions to allow Sunday sales for limited special events, or social districts.	Ordinance amendments were approved by City Council on 12/10/2021.	X			3.00	3.00
Redevelopment Ready Community	By December 31, 2021 obtain Redevelopment Ready Community Certification from the MEDC.	No progress.			X	3.00	0.00

	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
Snowmelt Plan	Throughout 2021 complete the following snowmelt related items: 1) Adopt a snowmelt system installation policy; 2) Adopt an Annual Assessment Policy for Operation and Maintenance of a Snowmelt system; 3) Determine the scope and timing of the next phase of snowmelt withing the City.	Complete. We have adopted both the snowmelt system installation policy and Annual Assessment Policy for Operation and Maintenance. City Council also gave approval to proceed with a snowmelt system for the sidewalks along Main Avenue from State to the Community Restaurant with an anticipated 2023 completion.	X			6.00	6.00
Fiber Throughout City	By December 31, 2021, participate in the Ottawa County Digital Inclusion Study and continue monitoring progress in Ottawa County fiber broadband efforts. To also 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.	The City has partnered with Ottawa County in promotion of the Digital Inclusion Survey resulting in nearly 500 responses from Zeeland residents. Based on responses received from Zeeland residents, approximately 36 percent of respondents indicate that they have no internet or internet speeds that are below broadband standards (25/3Mbps). The City/BPW has engaged a consulting firm to facilitate a series of fiber broadband strategic workshops for the City's leadership and other attendees invited by the City.	X			3.00	3.00
<b>Culture, Parks &amp; Recreation</b>							
Action Step	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Huizenga Park Phase III	In coordination with the implementation of the Parks Master Plan, make a decision as to the scope and timing of Huizenga Park Phase III.	At its September meeting, the Cemetery and Parks Commission prioritized the Capital Improvement Plans for the City's parks with the next phase of Pickleball Courts at Huizenga Park being the number one priority.	X			3.00	3.00
Parks Master Plan	Finalize the Parks Master Plan and submit to the State of Michigan by February of 2022. A plan which includes and evaluation of items such as a dog park and restrooms at all parks and as part of the final project contains artist renderings of future park Park/Cemetery layouts and amenities.	The Parks Master Plan has been completed and submitted to the State of Michigan for their acceptance and approval.	X			4.00	4.00
<b>Financial Sustainability</b>							
Action Step	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Long-Term Financial Plan	By June 2021, provide City Council a report that outlines the steps that could be taken in order to preserve long-term financial sustainability in the event of a loss of significant revenue.	Complete. We presented this plan to City Council at its March 15, 2021 meeting.	X			3.00	3.00
Continue to be Fiscally Responsible	Adopt a Fiscal Year 2021-2022 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 2021-2022 was adopted to not increase the millage rate, ensure adequate reserves per our budgetary policy and provides proper staffing for the next fiscal year.	X			2.00	2.00

	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
<b>Organizational Culture</b>							
Action Step	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Succession Plan (Public Works Operations & Facilities)	Create and implement a succession plan prior to the retirement of the Public Works Operations Superintendent and Facilities Maintenance Supervisor.	Complete. The succession plan was implemented and the supervisors have been hired.	X			4.00	4.00
Government Alliance for Race & Equity	During 2021, participate with other Ottawa County Municipalities in "communities of learning" around the GARE concepts to determine where the city is with its practices on race and equity to better determine the next steps in the process.	Staff has participated in the LCOP throughout 2021, and is working with an internal work group to determine the next best steps for the City.	X			3.00	3.00
Wage & Benefit Study	During FY 2022, engage the services of a professional consultant to perform an analysis of wages and benefits; and to evaluate the city's wage implementation practices.	Bids for this study were accepted on December 16th, and we intend to award the contract at City Council's January 17th meeting.	X			4.00	4.00
<b>Operational Goals</b>							
	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Establish IT Internal Service Fund	Through 2021, develop accounting protocols for the newly established Information Technology Internal Service Fund which adhere to Generally Accepted Accounting Principles.	Complete. The fund has been established and are continuing to use it.	X			1.00	1.00
Decision on the Elimination of Credit Card Fees	By July 2021, obtain a decision from City Council which considers the possibility of eliminating the collection of credit card fees for all City transactions except for property tax payments.	We have not made a decision on this item.			X	1.00	0.00
Policy & Procedure Revision	Review and revision of all policies and procedures for both the Library and the Community Center (12.31.2021).	The Director and Library Advisory Board are nearly finished with the revision of all policies and procedures. The final section will be brought to the advisory board for consideration at its January 18, 2022 meeting. (Substantial progress.)		X		1.00	0.50
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 (12.31.2021).	We determined it would be best to hold these community conversations in person. The plan was to conduct these in the fall (after summer reading program concluded). Unfortunately, that time coincided with the emergence of the Delta variant of the COVID-19 virus. This is still a priority for our department and we will need to determine how to forge forward in a way which allows us to gain meaningful community insights while not adding to the issue of record high transmission rates of the virus in our area. (Not progressing as expected.)			X	1.00	0.00
Staff Professional Development	Provide professional development to all current Library and Community Center staff in the areas of Diversity, Equity and Inclusion and Implicit Bias (12.31.2021).	Staff gathered on Monday, October 11, 2021 for a professional development day. An expert from the Lakeshore Ethnic Diversity Alliance presented two hands-on workshop sessions on diversity, equity, and inclusion (DEI) principles and implicit bias. (Completed.)	X			1.00	1.00

	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
New HRIS System	Upgrade to a dynamic HRIS (Human Resources Information System) that will handle our current benefits, and programs, as well as serve us into the future.	We have selected our vendor. We hope to bring this to City Council sometime in the next few months for their approval with implementation following shortly after.		X		1.00	0.50
Scan all FOIA Requests Received	Scan all currently held FOIA requests into our document retention file and enter the details into an indexing database.	This project is completed. All the requests for 2021 have been scanned and we are now scanning as we receive them.	X			1.00	1.00
Long-Range State Street & Roosevelt Lift Station Study	Due to substantial growth, especially in the 425 ZCT Area, review the entire transmission in that area to ensure that we will be able to reliably service our community on the north side.	Study has been completed. Waiting to present the results to City Council.	X			1.00	1.00
New Biosolids Building	During construction of the new biosolids building, staff will need to work diligently to ensure maximum reduction of biosolids will be maintained, excellent communication between the contractors and the CWP staff will be imperative and forward thinking will be crucial as biosolids production cannot be stopped due to normal wastewater treatment.	Biosolids building has been completed and new process has been started.	X			1.00	1.00
Police Department Accreditation	Department accreditation requires that we record and provide documentation yearly that substantiates the continuation of established policy and procedures. We will establish a system for recording the requirements of our new accreditation and develop a means of sharing that data with the Michigan Association of Chiefs of Police.	Completed. We have successfully navigated migrating all of our accreditation records to the new platform. We have also completed our year-end reporting and everything is going well. This is a continual process but we have completed the necessary steps to become accredited and maintain that distinction.	X			1.00	1.00
Police Department Archive Purge	Clerical staff will purge archived files to match the current COZ and State of Michigan retention schedule.	Completed. We have completed the process of reviewing archived documents. The documents that are no longer needed based on the state's retention schedule have been removed and shredded.	X			1.00	1.00
Police Department Electronic Records Management System Transition	Last year we began the migration of RMS to an electronic system. That process was delayed/postponed due to COVID. The arrest and felony reports need to be moved to the electronic system. We are returning to the in-person normal schedule on March 1st and will begin moving the remaining reports to the new system.	Completed. We have transitioned to complete electronic records submission.	X			1.00	1.00
Facilities Maintenance Department Transition	For the remainder of 2020-21, provide a seamless transition to the staff and the department leadership. Some things that will be included are future capital projects and the bidding process, the budget process, building inventories, building cleaning procedures and the operation and maintenance of the mechanical and energy management systems.	New supervisor has been hired and the transition has been made.	X			1.00	1.00
HVAC Preventive Maintenance	HVAC preventive maintenance will be scheduled in late May or in June so the new leadership can learn what is involved.	Preventative maintenance has been completed with new leadership.	X			1.00	1.00
Community Risk Reduction	By the end of 2021, Zeeland Fire Rescue (ZFR) will distribute fire prevention materials to all residents within the City.	Completed. Multiple rounds of fire prevention material distributed, we are planning to send more throughout the remainder of the year.	X			1.00	1.00
Records Management	ZFR will build-out the business occupancy records component of our records management system (RMS).	Completed. Submitted to ImageTrend for uploading.	X			1.00	1.00
Strategic Planning	By the end of 2021, ZFR will evaluate our mission statement, values, goals and objectives, review the 2020 ISO report, assess NFPA standards compared to department statistics, and begin developing a plan for long-term sustainability.	Completed. Will continue to work on planning.	X			1.00	1.00

	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Marketing Design Classes/Software	Pursue graphic design classes and software to equip the Marketing Department to handle additional projects inhouse.	No progress.			X	1.00	1.00
Zeeland Festivals	Assist Zeeland Festivals in replacing their Program Director and explore succession planning for the organization.	Zeeland Festivals has completed the contract with the Interim Director. An updated job description for a new Director has been created and posted. A number of applications have been received. The Zeeland Festivals Board will review applications and schedule interview in January and February.	X			1.00	1.00
Community Development Application Forms	By December 31, 2021 convert all Community Development Department related applications to be fillable PDF forms and place them online for use by residents and contractors.	Complete	X			1.00	1.00
Update City Stormwater Ordinance	Update the city stormwater ordinance to bring it into compliance with the requirements of the new County MS4 permit.	Complete. Ordinance adopted 9/20/2021.	X			1.00	1.00
Personal Property Records Requirements, Purge	Renew the State of Michigan's record retention requirements, and then assess the city's personal property records to relocate and purge records in compliance with state requirements.	Complete	X			1.00	1.00
Felch Street Cemetery Operations	Establish rules and regulations for cemetery operations by July 1, 2021.	Rules and Regulations were established by July 1, and the cemetery is operational.	X			1.00	1.00
Felch Street Cemetery Facility	Make a decision on building an on-site maintenance facility by the end of 2021.	No progress on this item.			X	1.00	0.00
State Street Traffic Study	Conduct a traffic study regarding signal timing on State Street by the end of 2021.	Study has been completed. Results will be presented in early 2022.	X			1.00	1.00
Information Technology Department	Hire IT Director and have IT Dept. implemented by July 1, 2021.	IT Director hired and started on 6.28.21	X			0.50	0.50
COVID-19 Mitigation Measures	Continue to implement appropriate COVID-19 organizational mitigation measures through 2021.	COVID-19 organizational mitigation measures have considered throughout 2021.	X			0.50	0.50

	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
			<u>Timing of Action Steps</u>			<u>Subtotal</u>	<u>Earned</u>
			Vibrant Downtown			14.00	10.00
			Strong, Safe & Connected Neighborhoods			10.00	7.00
			Economic & Community Development			18.00	12.00
			Infrastructure & City Services			9.00	9.00
			Culture, Parks & Recreation			7.00	7.00
			Financial Sustainability			5.00	5.00
			Organizational Culture			11.00	11.00
			Operational Goals			26.00	22.00
			Total Points Available:			100.00	
			<b>Total Points Earned on Scorecard:</b>				<b>83.00</b>
			City Council Adjustment (if any):				
			<b>Final Points Earned:</b>				<b>83.00</b>