



CITY OF ZEELAND
2022 STRATEGIC ACTION PLAN
SCORE CARD ASSESSMENT

Vibrant Downtown							
Action Step	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Downtown Passageway	Spring 2022, present building development proposal to City Council. If project scope is approved prepare development agreement and enlist professional services to design public passageway by December 2022.	Progressing as expected. Development agreement is being prepared and expected to be presented to City Council at February meeting.	X			4.00	4.00
Parking Needs & Assessment Plan	By April 30, 2022 complete and distribute an RFP for a comprehensive central business district parking study, with the study occurring in summer 2022.	Completed. Parking Study is complete, staff will work through results and implementation as a 2023 goal.	X			4.00	4.00
Downtown Hotel	During fiscal year 2022-2023 explore professional market study or recruitment services for a downtown hotel.	This project has not yet started.			X	2.00	0.00
Gateway Improvements	Incorporate newly completed gateway study plans into snowmelt design and engineering documents. Work with abutting property owners to establish participation by the end of 2022.	Complete. Designs are incorporated into the plans for the Main Avenue snowmelt project, and we are working with property owners to incorporate these designs into the project. Met with Meyaard, Tolmand & Venlet PC regarding a gateway sign on their property that we would need for this project.	X			4.00	4.00
Support New/Existing Restaurants	Establish a brainstorming group, by summer 2022, to gather feedback from existing downtown restaurants and develop strategies for growth.	Complete/Ongoing. Downtown Restaurant Support Group has been established. The group met two times before the end of 2022. Initial brainstorming ideas have centered around marketing/exposure/customer recruitment for our existing restaurants and have included: billboards, MDOT exit signs, restaurant brochure, expanding Power Dollar program/local gift card program. The group is currently working through some of these ideas to determine if they have merit. The intentions of the group is also to look into policy adjustments if/when applicable, that would benefit restaurants in the C-2 district. The group has set a reoccurring monthly meeting to continue to brainstorm ways to support our local restaurants.	X			2.00	2.00
Support 1st Floor Ordinance	By December 31, 2022 review and update documents relevant to the City's vision and policies are adequately supported in the City's visioning documents and ordinances.	Completed. In 2021/22 City Council Planning Commission and SARB heightened their commitment to the first floor ordinance. Staff has concluded that the city's ordinance is well supported by the downtown vision plan and city policies. In regards to the ongoing conversation around ground floor residential, staff has consulted with Greg Holcombe and Paul LeBlanc and has also collected information from other communities that have experience with this matter. In 2023, staff plans to outline how best to incorporate ground floor residential in Zeeland's Central Business District.	X			2.00	2.00

Action Step	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Strong, Safe & Connected Neighborhoods							
Action Step	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
BL-196 Crossing (Non-Motorized East Entrance)	Throughout 2022, work with the Macatawa Area Coordinating Council to perform a Business Loop 196 corridor study to identify possible crossing locations and crossing enhancements throughout the corridor.	Complete. The MACC received and accepted a bid from CDM Smith and Associates to perform a crossing study for the BL-196 corridor from 120th to 88th in the fall of 2022.	X			2.00	2.00
Improvements to BL-196 Corridor	By December 31, 2022, present a phasing plan with cost estimates to City Council for possible inclusion in the Fiscal Year 2023-2024 budget.	Complete. Presented a recommendation to City Council at its December 5th meeting in which City Council endorsed the beautification plan in concept and decided to wait on any further decisions surrounding the project until MDOT completes its work throughout the corridor with the hope that MDOT will incorporate some of the beautification plan elements into their construction project.	X			2.00	2.00
Non-Motorized System Plan (Policy Decisions)	By June 30, 2023, 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 2023.	No progress to date.			X	2.00	0.00

Economic & Community Development							
Action Step	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Sligh Block Development	Formally endorse the "Sligh Block Report" by the Planning Commission/City Council as part of the overall Downtown Vision Plan by 12/31/2022 and continue to assist the redevelopment of the Sligh Building through the issuance of permits, abandonment of Maple, approval of development agreement and sidewalk snowmelt plan.	Substantial Progress. Development agreement complete, abandonment of a portion of Maple complete, development agreement, Brownfield Plan complete, sidewalk snowmelt incorporated in Main Avenue plans, and reconstruction of Sligh Building is well underway.	X			5.00	5.00
3 East Main	In 2022-2023, approve purchase & development agreement, work with developer and MEDC to secure incentives and establish construction timeline for new building.	P&D agreement was signed, have had reoccurring conversations with the developers, and conversations with the MEDC - yet no movement on the project, to date. P&D agreement timeline likely needs to be extended. Awaiting an in-person meeting with the developers & City.		X		5.00	2.50
Redevelopment Ready Community	By December 31, 2022 obtain Redevelopment Ready Community Certification from the MEDC.	Not complete. Currently aligned or partially aligned on 28/31 criteria. The remaining criteria require policy decisions and ordinance amendments, such as allowing additional types of housing in the WMU district, and allowing buildings and uses permitted by right to be constructed without a Planning Commission public hearing.		X		3.00	1.50

Action Step	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Infrastructure & City Services							
Action Step	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Snowmelt Plan	By the end of 2022, accept bids for the first phase of the Main Avenue snowmelt project.	Substantially complete. Although bids not accepted by the end of 2022, the project was out for bids by the end of the year, and bids will be accepted on January 26.	X			7.00	7.00
Fiber Throughout City	By April 2022, participate in fiber/broadband strategic workshops and learn about approaches taken by other cities; gain insights on the business model concepts that might address the City's goals. By December 31, 2022, establish next steps, if any, based on actionable recommendations developed from the fiber/broadband strategic workshops.	Fiber/broadband strategic workshops were held in March 2022. A summary report of broadband goals and next steps was provided by CTC Consulting. Staff is tasked with developing action steps based on the CTC report. To-date, no further action has been taken.		X		3.00	1.50
Police Exit onto Main Avenue	Explore the options for police vehicles to exit the public safety building parking lot in a more safe and efficient manner. Considerations will be availability of exits and the cost of establishing those exits.	No action.			X	2.00	0.00
Fire Service Delivery Decision	By the end of 2022, the Zeeland Fire Rescue Strategic Planning Workgroup will provide fire service delivery recommendations for City Council to evaluate.	In progress. Will continue to follow through and wrap up soon.		X		4.00	2.00
Informational Webpage/Resident Dashboard	In coordination with an internal workgroup, assess the need for a website where residents can learn about current events, city projects and complete online city service transactions. Develop a proposal and possible implementation timeline by June 30, 2023 based on findings.	The team evaluated The City of Zeeland website content and existing website tools. Several items became apparent during the process. 1) The website tools are already in place to support posting additional/specific content. Some tools are not actively in use. 2) The team was not able to identify what information was missing and/or how it should be presented to citizens. 3) Any additional content being placed on the website will require added resources. This may include allocating time for existing staff to add content or contract with an outside vendor. Therefore, the team recommends that these findings be presented to the Management Team for further review. If the Management Team would like to continue with the evaluation, it's recommended that an outside vendor be selected to analyze content on the existing website, determine if content is missing and if the content should be presented in a different manner. The Management Team would review the analysis and determine how to proceed.		X		2.00	1.00
Culture, Parks & Recreation							
Action Step	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Implement Parks Master Plan	Make a decision by September 30, 2022 if the property at 370 E. Rich will remain part of the Clean Water Plant or will be sold to the City for the expansion of Hoogland Park.	Complete. Council authorized the transfer of 370 East Rich from the Clean Water Plant to the City for the Expansion of Hoogland Park at its July 18 meeting.	X			2.00	2.00
Multi-Use Path System Expansion	Develop a map of possible locations for future expansion of our multi-use path system.	Complete. An updated map was presented to City Council at their December 17th meeting.	X			2.00	2.00

Action Step	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Financial Sustainability							
Action Step	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Continue to be Fiscally Responsible	Adopt a Fiscal Year 22-23 budget, that ensures adequate reserves per our budgetary policy and provides proper staffing for the next Fiscal Year.	Complete. Our Fiscal Year 2022-2023 was adopted to ensure adequate reserves per our budgetary policy and provides proper staffing for the next fiscal year.	X			2.00	2.00
Restore the Millage	In conjunction with the adoption of the budget, determine if restoring the millage rate is prudent at this point in time.	Complete. The budget was adopted with a restored millage rate of 11.1354 Mills.	X			2.00	2.00
Organizational Culture							
Action Step	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Government Alliance for Race & Equity	The City and BPW will participate in the Ottawa County Government Alliance for Racial Equity (GARE) Learning Communities of Practice (LCoP) and share outcomes with the City's DEI Workgroup. By December 31, 2022, the City will establish DEI Vision and Mission statements and an action plan that endeavors to improve fairness in local government and workplace practices, provide a forum for the exchange of ideas and information, and develop findings on equity trends and results.	Staff concluded participation in the Ottawa County GARE LCoP in November 2022. The DEI Workgroup subsequently presented a written update on the Workgroup's progress with a list of potential initiatives for further consideration to the Personnel Committee, City Council, and the BPW Board of Commissioners which was positively received. In December 2022, City Council approved designating Martin Luther King, Jr. Day as a City-paid holiday. The DEI Workgroup has provided educational reading materials and resources in both the December 2022 and January 2023 monthly Scoops employee newsletters. The Workgroup is in the process of developing a 2023 action plan for continuation of DEI-related educational activities.	X			2.00	2.00
Wage & Benefit Study	By September 30, 2022, develop an implementation plan based on the results of the wage and benefit study.	Plan adopted by BPW Board on 12/13/22 and City Council on 12/19/22. Implementation of the plan took effect 1/1/23.	X			4.00	4.00
Legal Services Succession Plan	Work directly with the city attorney to identify future legal service options in order to share his city legal knowledge prior to his decision to no longer service the city.	Initial discussion held with city attorney.			X	2.00	0.00
Leadership Development and Succession Planning	Identify and develop talent within the organization in order to provide staff with leadership opportunities and create stability within the departments.	Work with the departments continues with successful plans implemented in 2022 within the Police and Library/CC. Assistant positions developed in Streets and Parks Depts.	X			2.00	2.00

Action Step	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Operational Goals							
Action Step	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Organization and Storage of Completed Election Materials (City Clerk)	Completed election materials must be retained and stored for 6 years following the election. Due to large amounts of records, staff will work to identify better storage options such as more durable containers or possible off-site storage.	Project is substantially complete by converting stored election materials from cardboard boxes to sturdier plastic storage totes. We do have to wait to store the November 2022 election materials as the State has still not announced which jurisdictions will be audited. Once we are notified of that, we can finish up.	X			1.00	1.00
Scan All Employee Files When Separated from Employment (City Clerk)	Currently, when an employee terminates, their file is placed downstairs in a box for permanent retention. Through the years, these files have become disorganized. To save space, keep things organized, and help with Verification of Employment requests, we would like to scan employee files into the computer.	This project has been completed and will be ongoing as employees separate from employment.	X			1.00	1.00
Update Fire Rescue Policies and Procedures (Fire Dept.)	Update policies and procedures to reflect best practices and incorporate modern fire service principles.	Complete. Current policies are up to date.	X			1.00	1.00
Fire Prevention Material Distribution Schedule (Fire Dept.)	Create and implement a fire prevention distribution schedule which will focus on specific messages based on the time of year, common causes of fire and general fire safety.	Complete. Sending out specific messages based on time of year and types of risk.	X			1.00	1.00
New Library and Community Center Director (City Mgr)	Recruit, hire and successfully on-board a new Library and Community Center Director.	Complete	X			1.00	1.00
Centennial/Maple One-Way Re-Evaluation (City Mgr)	Discuss and if desired, evaluate whether the city should retain Centennial (Central to Main) and/or Maple (Lincoln to Central) as one-way streets or return to two-way.	Substantially complete, ongoing. Pilot of Centennial to start the end of February with separate traffic study to be conducted on Maple.	X			1.00	1.00
Downtown Parking Lot Leases (City Mgr)	Renew existing lease with 1st CRC and establish a lease with Pizza Hut for available public parking.	1st CRC lease renewed. Pizza Hut currently not interested in lease.	X			1.00	1.00
Headworks Study (CWP)	Perform a Headworks study of the flows coming to and from the CWP to determine both treatment efficiency and capacity. This headworks study will be performed without in-process flows coming from our aerobic digester in order to establish accurate discharge parameters for our commercial and industrial customers.	Completed. Study has been completed and submitted to EGLE.	X			1.00	1.00
Install mag-meters (CWP)	Install mag-meters in both Roosevelt and State St. lift stations that will track flows coming to the CWP in real time. This will replace two of the six meters at lift stations. Goal is to replace all meters in three years (two per year).	Not completed, in progress. Mag-meters have arrived, we are still waiting on one valve for Roosevelt St. lift station. To keep the costs down, we need to do both lift stations on back-to-back days while by-pass pumps and other equipment needed are on site. Project is still projected to be completed by spring of 2023.		X		1.00	0.50
New Technical Services and User Experience Manager (Library/CC)	Recruit, hire and successfully on-board a new Technical Services and User Experience Manager.	Completed with the promotion and training of Lynel Danckaert into the position as of July 5, 2022.	X			1.00	1.00
Cloud-Based Integrated System (Library/CC)	Transition from the current, outdated software being used the Community Center operations (event registration, management, and invoicing, etc.) to a cloud-based, integrated system with both staff and customer interfaces.	Completed as of June 1, 2022 when the Community Center began using the online event registration and management system, Planning Prod.	X			1.00	1.00

Action Step	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Menu Service Options (Library/CC)	Create a new a la carte menu of service options for Community Center customers with options for those groups wishing to have the room completely set-up and torn-down by a staff member, and for those customers desiring a dedicated staff host for the entirety of the event.	Modified and completed. This goal has been modified by the Library Director and City management. A new brochure listing the Community Center rooms, capacities and rates has been created and it has been determined that no extra services would be available for purchase since room set up and AV equipment are included in the room rental fees with the exception of beverages which can be requested at \$1 per soda and \$.50 per cup of coffee. The idea of providing for a dedicated staff member to host events has been placed on hold to assess how the public reacts to the current fee structure in place without the option of this dedicated personnel.	X			1.00	1.00
Updated Library Strategic Plan (Library/CC)	Work with the Library Advisory Board on developing an updated strategic plan to either replace or revise the existing 2020-2023 plan.	This goal has been "completed" in the sense that the Library's current strategic plan will remain in place beyond its expiration dates of January 1, 2023 until the City determines its new strategic action plan for 2023 and beyond. The Library Director, with the agreement of the Library Advisory Board, has decided to extend the Library's existing strategic plan beyond the January 1, 2023 expiration date which focuses on providing welcoming and engaging spaces, enhancing community engagement and connection and providing current and relevant resources in a variety of formats to the community. Staff will continue to examine ways to improve services in these focus areas in anticipation of the City management team updating the strategic action plan for the City of Zeeland in 2023. The new strategic goals set by the City will guide and inform the future strategic plans for the Library and Community Center.	X			1.00	1.00
Flex Spending Accounts (Finance)	By September 30, implement a third-party administered flex spending account system.	Complete. Program was rolled out in August.	X			1.00	1.00
Decision on Credit Card Fees (Finance)	In coordination with the BPW, make a decision on the payment of credit card fees.	Incomplete.			X	1.00	0.00
City Street Review (Community Development)	By December 31, 2022 review all City streets to determine the correct suffix, and determine if street signs are correct.	Complete. All streets have been reviewed, and discrepancies identified.	X			1.00	1.00
Use ConnectAssessment (Community Development)	Utilize the ConnectAssessment tool to verify all projects between 2018-2021, that changed building footprints, have been permitted and assessed.	Complete. Parcels have been reviewed and assessing records have been updated.	X			1.00	1.00
Microsoft 365 Implementation Plan (IT Dept.)	Assess the financial and productive advantages of implementing Microsoft 365 to replace perpetual Microsoft Office licensing, WebEx and Microsoft Exchange Server. Determine if any disadvantages exist and compare. Develop a proposal and possible implementation timeline by December 31, 2022 based on the comparative outcome.	An RFP was posted. A vendor was selected based on price and process. Proposal and implementation timeline was developed. The Office 365 migration is under way. The timeline for completion will be Q1, 2023.	X			1.00	1.00
2021 Business Continuity and Vulnerability Assessment Plan (IT Dept.)	Develop a proposed plan and timeline to address vulnerabilities and operational deficiencies identified by the 2021 Business Continuity and Vulnerability Assessment. Begin plan implementation by January 2023 with a targeted completion date subject to the proposed timeline.	Vulnerability and continuity assessments capture a single moment in time. Since the study was completed in December 2021, the Information Technology department has taken steps to implement a patch management system, budget to change where hardware or software is end of life and implement tighter security measures across the network. Some of those measures include multi-factor authentication, eliminating local administrator passwords and adding layers of security for intrusion prevention, intrusion detection, endpoint protection, antivirus, web filtering and application filtering. The above measures along with the ongoing Microsoft 365 implementation, Server Infrastructure replacement and upcoming phone system replacement address the issues related to our server environment and provide a framework to address future issues as they arise. Another vulnerability assessment will be completed Q1 or 2023.	X			1.00	1.00

Action Step	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Felch Street Cemetery Building (Parks/Cemetery)	Install operational upgrades on the site including a storage building, fencing, landscaping, and material storage binds by August 31, 2022.	Complete. While we did not meet the outcome indicator, the Cemetery and Parks Commission determined to wait on the installation of this temporary building and instead pursue the installation of a permanent structure.	X			1.00	1.00
Park/Cemetery Department Foreman (Parks/Cemetery)	Identify the candidate for the Parks and Cemetery Department Foreman position by June 30, 2022.	Complete.	X			1.00	1.00
Streets/Motor Pool Department Foreman (Streets/Motor Pool)	Identify the candidate for the Streets and Motor Pool Department Foreman position by June 30, 2022.	Complete.	X			1.00	1.00
Right-of-Way Tree Planting (Streets/Motor Pool)	Solicit bids by June 30, 2022 for the installation of trees in the right-of-way of various completed construction projects.	Complete.	X			1.00	1.00
Building Maintenance Work Order System (Facilities Dept.)	Evaluate and make a recommendation for a Building Maintenance Work Order System by December 31, 2022.	Incomplete.			X	1.00	0.00
City Hall Energy Management System (Facilities Dept.)	Work with Trane to install an energy management system in City Hall by the heating season of fall of 2022.	Complete.	X			1.00	1.00
Paper Evidence Conversion to Electronic Records Management (Police Dept.)	The Evidence Room is currently maintained by using paper files and tracking documents. All documents are stored within the secure room. Only the property officer has access to that room. Changes to property disposition cannot be made to any of the paperwork without the property officer. We will convert all evidence to an electronic format that can be accessed and reviewed at any time by department personnel. Any changes made to status or location of evidence will be logged electronically by the system.	Completed.	X			1.00	1.00
Downtown Mural Project (Marketing Dept.)	By December 31, 2022, develop a project plan/timeline to rollout a downtown mural project.	Incomplete. Our extra time was unexpectedly dedicated to planning the 175th Anniversary Celebration this year.			X	1.00	0.00

	Timing of Action Steps	Subtotal	Earned
	Vibrant Downtown	18.00	16.00
	Strong, Safe & Connected Neighborhoods	6.00	4.00
	Economic & Community Development	13.00	9.00
	Infrastructure & City Services	18.00	11.50
	Culture, Parks & Recreation	4.00	4.00
	Financial Sustainability	4.00	4.00
	Organizational Culture	10.00	8.00
	Operational Goals	27.00	23.50
	Total Points Available:	100.00	
	Total Points Earned on Scorecard:		80.00
	City Council Adjustment (if any):		
	Final Points Earned:		80.00