

City of Zeeland 2025 Strategic Action Plan



ZEELAND CITY COUNCIL

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CITY MANAGEMENT TEAM

Tim Klunder, City Manager

Kevin Plockmeyer, Assistant City Manager and Finance Director

Andrew Boatright, BPW General Manager

Abby deRoo, City Marketing Director

Doug Engelsman, CWP Superintendent

Amanda Hanson, Library/Community Center Director

Pam Holmes, City Clerk

Tim Jungel, Police Chief

Tim Maday, Community Development Director

Tim Maloney, Information Technology Director

Ross Tibbets, Fire/Rescue Chief

City's Vision and Commitments to Spread Zeel

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

For 2025, City Council and staff confirmed that the CITY'S VISION for the 2025 STRATEGIC ACTION PLAN shall remain as "FEEL THE ZEEL". To "Feel the Zeel", the city will inspire a passionate and spirited pursuit to engage with a big, small town full of everyday good living and unmatched enterprise and to create an abundant enthusiasm among those living and working in the City of Zeeland.

The city will achieve the vision through our ongoing pursuit of our commitments (Vibrant Downtown; Strong, Safe and Connected Neighborhoods; Economic and Community

Development; Infrastructure and City Services; Culture, Parks and Recreation; Financial Sustainability; Organizational Culture) and through the completion of specific action steps for each commitment. Completion of all commitments and actions steps will be done with our core values (Intentional, Accountable, Excellence, and Service) at the forefront of our Strategic Action Plan pursuits.

Like any business plan, the City's 2025 Strategic Action Plan provides a roadmap and solid framework for what the city looks to accomplish within our commitments to spread "Zeel" in 2025. We believe reviewers of this 2025 Strategic Action Plan will obtain a better understanding of where the city plans to focus time, talent and resources in 2025 (and beyond) in our relentless commitment to spread Zeel! If you have any questions on City Council's plan for Zeeland's future, please do not hesitate to follow-up with us. Feel the Zeel!



Timothy R. Klunder, City Manager

FINANCIAL SUSTAINABILITY

- Financial Sustainability Plan
- Bonding Receptivity

Exemplify long-term financial strength through continuous improvement and innovation, planning for projects/programs beyond inception, diversifying financial resources and holding adequate financial reserves.



ORGANIZATIONAL CULTURE

- Citizen's Academy
- Succession Planning – Department Leadership
- Personnel (Org-wide safety services and HR support)

To fulfill the commitments to spread Zeel, support an organizational structure that consistently holds to the City's core values, seeks to build leaders, and celebrates our historic attributes, while also providing an organizational culture that is equitable and inclusive.

STRONG, SAFE & CONNECTED NEIGHBORHOODS

Encourage and maintain pedestrian friendly neighborhoods that are attractive, welcoming and inclusive, while offering a variety of housing types including high quality, historically-preserved housing stock that reflects residents' pride in the community and where social interaction and resident engagement are valued.

- Anti-Camping Ordinance

VIBRANT DOWNTOWN

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

- Downtown Parking Enforcement, Leases and Parking Deck
- Washington Ave. Corridor Redevelopment
- Visioning for Key Downtown Development Sites
- Redevelopment of 303 East Main
- Snowmelt Expansion
- Sunday Alcohol Sales

STRATEGIC ACTION PLAN 2025



CULTURE, PARKS & RECREATION

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

- Added Murals
- Recreation Center

ECONOMIC & COMMUNITY DEVELOPMENT

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

- Visioning for Underutilized Properties at Taft and Main
- Economic Development Incentive Level of Support Policy
- Business Support / Development Preparation for East Riley
- Brownfield TIF Policy Amendment

INFRASTRUCTURE & CITY SERVICES

Pursue excellence through the provision of quality infrastructure and comprehensive City services that are well maintained, inclusive and accessible, responsive, efficient and offer good stewardship of public resources.

- Facility Audit / Space Needs
- Public Safety Building 2nd Exit
- Church Street Reconstruction Planning
- Regional Biosolids Drying Facility
- Washington Ave. Beautification
- New Electric Generation Capacity
- Master Plan Re-Write
- GIS Shared Services
- Supplemental Legal Services
- Underground Electric Distribution Expansion
- Consolidation of Voting Precincts
- BL-196 Pedestrian Bridge Funding

City of Zeeland's detailed Action Steps, Outcome Indicators and Operational Goals to Spread "Zeel" in 2025



Vibrant Downtown

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



Action Step	Outcome Indicator	Value Statement	Lead
1. Downtown Parking Enforcement, Leases and Parking Deck	By June 1, 2025, roll out a communication/education/enforcement plan for reliably implementing timed parking in the north and south municipal lots and along Main Avenue. By the end of 2025, pursue preliminary research on parking decks and seek additional public/private parking agreements; as available.	Strategizing an organized and consistent approach to managing our existing parking supply, as well as, pursuing new parking opportunities will create a customer-friendly and developer-friendly downtown environment.	Police Chief, Marketing Director
2. Washington Ave. Corridor Redevelopment	Throughout 2025, support catalyst development at Elm/Washington and begin efforts towards entry level vision plan projects, such as pursuing public/private partnerships and small-scale beautification efforts, such as wayfinding signage.	Laying the groundwork for projects along Washington Avenue will eventually translate into a robust redevelopment of the corridor.	Community Development Director, Marketing Director
3. Visioning for Key Downtown Development Sites	With the assistance of our downtown planning consultants, by July 2025, begin to refresh or create visioning framework to ignite new interest in redeveloping key underutilized parcels; by December 2025, identify and begin adjusting necessary policies/ordinances/incentives applicable to these properties.	Steering development opportunities towards our downtown vision and providing developers with current expectations and available incentives should produce future site plans that are successful for both the developer and the city.	Community Development Director, Marketing Director
4. Redevelopment of 303 East Main	By the end of the year, work with downtown consultants to develop a variety of vision concepts/development opportunities for this site; identify an appropriate way to package these opportunities and communicate site availability to developers.	Pursuing a high-quality development on this site emphasizes the Downtown Vision Plan recommendation to create strong corners at every intersection throughout downtown.	City Manager, Assistant CM, Community Development Director, Marketing Director

Action Step	Outcome Indicator	Value Statement	Lead
5. Snowmelt Expansion	Throughout 2025 pursue snowmelt expansion in the following ways: 1. Have City Council endorse a snowmelt vision plan which identifies the extent of a full snowmelt buildout. 2. Continue to pursue funding opportunities for boiler expansion through tax recapture. 3. Incorporate snowmelt into future construction projects as they align with the snowmelt vision plan.	A project that aligns with our vision will create snow-free roadways and walkways that assist in the creation of a more walkable downtown and hopefully create opportunities for future economic development.	Assistant City Manager
6. Sunday Alcohol Sales	By May 2025, gather the level of interest from license holders and engage City Council in a conversation about potential ordinance changes; if interested, prepare draft ordinance amendments by September 2025.	Entertaining a conversation on Sunday Sales demonstrates the city's desire to always listen to the requests of our business community so that we shall remain business-friendly and committed to supporting our local restaurants.	City Manager, Police Chief, Community Development Director, Marketing Director

Strong, Safe and Connected Neighborhoods

Encourage and maintain pedestrian friendly neighborhoods that are attractive, welcoming and inclusive, while offering a variety of housing types including high quality, historically-preserved housing stock that reflects residents' pride in the community and where social interaction and resident engagement are valued.



Action Step	Outcome Indicator	Value Statement	Lead
1. Anti-Camping Ordinance	By July 1, 2025, develop an Anti-Camping Ordinance for City Council consideration, while also continuing to engage with Project Home throughout the calendar year.	An anti-camping ordinance helps to maintain pedestrian friendly areas throughout neighborhoods, safe parks and a safe and vibrant downtown; while also engaging with Project Home may help address some of the root causes of assisting individuals find permanent housing.	City Manager

Economic and Community Development

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



Action Step	Outcome Indicator	Value Statement	Lead
1. Visioning for Underutilized Properties at Taft and Main	By July 1, 2025, engage owner of commercial and residential properties at Main Ave. and Taft St. in conversation regarding the future use and redevelopment of the sites, and consider development of a subarea/vision plan for the area.	Potential redevelopment of under-utilized property can provide new opportunities for additional growth and vitality in this transitional neighborhood.	Community Development Director
2. Economic Development Incentive Level of Support Policy	By July 1, 2025, develop a policy that provides a framework for total level of economic support that can be offered for development projects using any combination of available incentives and abatements.	Developing an economic development support level policy will provide clear guidance to developers regarding the level of economic support they may seek, while also ensuring equitable levels of local economic support across differing projects.	City Manager, Assistant City Manager, Community Development Director
3. Business Support / Development Preparation for East Riley	Support East Riley Development throughout 2025 in the following ways: 1. Prepare for infrastructure improvements including the extension of bike path along the south side of 84th between Fairview and Riley. 2. The paving of 84th between Riley and Washington. 3. The opening of the railroad crossing on 84th at Washington.	Help see to fruition the development of a parcel identified as our last significant industrial parcel in order to continue to spur economic development within the City.	Assistant City Manager, Community Development Director
4. Brownfield TIF Policy Amendment	By July 1, 2025, update the Brownfield TIF Policy to address such things as payment of interest, capture of TIF for LBRF, public infrastructure, max. TIF reimbursement as % of project, etc.	Developing an economic development support level policy will provide clear guidance to developers regarding the level of economic support they may seek, while also ensuring equitable levels of local economic support across differing projects.	City Manager, Community Development Director

Infrastructure and City Services

Pursue excellence through the provision of quality infrastructure and comprehensive City services that are well maintained, inclusive and accessible, responsive, efficient and offer good stewardship of public resources.



Action Step	Outcome Indicator	Value Statement	Lead
1. Facility Audit / Space Needs – Priorities and Funding Plan	By the FY27 Budget, work with stakeholders and City Council to develop a prioritization and funding plan for the needs of our facilities as identified in the Facilities Condition Audit and Space Use Analysis.	High-functioning and well-maintained facilities assist the City in meeting the needs of City residents and visitors in order to provide the best possible experience for all who visit and work at our various facilities.	Assistant City Manager
2. Public Safety Building 2nd Exit	Throughout 2025, secure a first right of refusal for properties identified in the Space Use Analysis which could be used for a 2nd exit.	A dedicated 2nd exit would enhance the responsiveness of our Public Safety Department to the community.	Police Chief, Fire Chief
3. Church Street Reconstruction Planning	By August 2025, obligate the project with MDOT to bid the project for construction in 2026. This obligation process includes: 1. Development of a bid set of plans and specifications. 2. Decide on the extent of snowmelt on the project. 3. Work with Zeeland Township to decide on the sanitary sewer trunkline for the project.	The construction of high-quality infrastructure that will serve our community both now and well into the future will ensure that we do not spend funds unnecessarily and continue to meet the needs of our greater community.	Assistant City Manager
4. Regional Biosolids Drying Facility	Throughout 2025, we will actively participate with other West Michigan communities to plan for an alternative Biosolids disposal solution that could replace the current land application method as serious PFAS concerns give doubt to the long-term land application practices. We will strive to maintain our overall goal to protect the environment, protect public health, and preserve our water supply.	Strategizing for an environmentally conscious, cost-effective solution to better dispose of biosolids produced as part of wastewater treatment collaboratively with other West Michigan communities.	Clean Water Plant Superintendent

Action Step	Outcome Indicator	Value Statement	Lead
5. Washington Ave. Beautification	Select a la carte beautification sites from the Washington Avenue Streetscape Study and solicit design plans from professional contractor by September 2025 for implementation in the spring of 2026.	Enhancing the appearance of public spaces along our most traveled road will improve the welcoming characteristics of Zeeland and boost the overall impression of our community.	Assistant City Manager, Marketing Director
6. New Electric Generation Capacity	By December 31, 2025, finalize the Zeeland BPW's new generation strategic planning process which includes updating the power supply portion of our Integrated Resource Plan and completing a comprehensive stakeholder engagement process.	The Zeeland Board of Public Works is committed to delivering reliable, sustainable, and cost competitive utility services that drive our community's long-term success. By optimizing diverse energy resources, fostering strategic partnerships, and engaging key stakeholders, we strive to ensure reliability, affordability, and regulatory compliance while continuously evolving to meet future needs and expectations.	BPW General Manager
7. Master Plan Re-Write	By August 1, 2025, select a firm to assist in a re-write of the City Master Plan.	Refining the community vision will allow the city to guide development in a way that brings the city closer to that shared vision.	Community Development Director
8. GIS Shared Services	By July 1, 2025, develop a plan for a shared GIS resource to manage both the City and BPW's GIS databases. No later than September 30, 2025, expand the role of the current GIS Technician beyond solely supporting the Electric and Water utilities to also providing services to other City departments.	Maintenance of a single internal GIS database allows for up-to-date tracking of infrastructure assets which assist in providing necessary maintenance thus allowing to deliver the highest quality infrastructure. Enhance cross-departmental collaboration, improve data accessibility, and maximize the value of our GIS resources citywide.	BPW General Manager, Assistant City Manager, IT Director

Action Step	Outcome Indicator	Value Statement	Lead
9. Supplemental Legal Services	By the end of the year, consider the addition of specialized legal services (i.e., economic development) as a means of reducing the burden on city attorney.	Specialized supplemental legal services will help reduce the ever-increasing workload requested of the city attorney so that city departments may continue to offer timely responses to project needs and requirements.	City Manager
10. Underground Electric Distribution Expansion	By June 30, 2026, complete or substantially complete overhead to underground distribution line conversions along Garfield, McKinley, and Harrison Avenues.	Underground distribution systems significantly reduce outages caused by extreme weather, falling trees, and vehicle accidents, ensuring more consistent delivery. They improve public safety by eliminating the risk of downed power lines and reducing fire hazards.	BPW General Manager
11. Consolidation of Voting Precincts	In 2025, consolidate the voting precincts from four to two.	Consolidation of voting precincts would result in a cost savings to the city and reduces the amount of election workers needed.	City Clerk
12. BL-196 Pedestrian Bridge Funding	Throughout 2025, work with the Macatawa Area Coordinating Council to pursue grant opportunities for the BL-196 crossing. In addition, continue to develop a funding source for the bridge project.	A BL-196 crossing and crossing enhancements assists in creating more connected neighborhoods by offering pedestrians and cyclists alike a safe link between the north and south side of the business loop.	Assistant City Manager

Culture, Parks and Recreation

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



Action Step	Outcome Indicator	Value Statement	Lead
1. Added Murals	By July 2025, identify 1-2 new small mural locations and the accompanying contracted artist(s) with new mural execution by the end of 2025.	Expanding the City's mural collection will compound the excitement for the presence of art downtown and increase the overall attractiveness and inviting qualities of the district.	Marketing Director
2. Recreation Center	Throughout 2025, identify potential stakeholders in a Rec. Center and engage a consultant to conduct a Feasibility Study on a Recreation Center.	Evaluating the feasibility of a recreation center will help determine the scope of services of a potential public recreation center space and the affordability of such a center.	City Manager

Financial Sustainability

Exemplify long-term financial strength through continuous improvement and innovation, planning for projects/programs beyond inception, diversifying financial resources and holding adequate financial reserves.



Action Step	Outcome Indicator	Value Statement	Lead
1. Financial Sustainability Plan	Work with our Financial Sustainability Plan consultant, Municipal Analytics, to deliver a final report to the City Council by July 31, 2025.	Financial sustainability ensures we take care of our past liabilities, invests in present needs, and maintains adequate reserves for the future.	Assistant City Manager
2. Bonding Receptivity	In 2025, work with our financial sustainability consultants and City Council to develop a matrix by which we will consider bonding.	Bonding is a way to continue to invest in the City of Zeeland but does create future liabilities. Consideration of bonding must be taken seriously to continue to be financially stable.	Assistant City Manager

Organizational Culture

To fulfill the commitments to spread Zeel, support an organizational structure that consistently holds to the City's core values, seeks to build leaders, and celebrates our historic attributes, while also providing an organizational culture that is equitable and inclusive.



Action Step	Outcome Indicator	Value Statement	Lead
1. Citizen's Academy	By June 30, 2025, conduct a Citizen's Academy aimed at educating Zeeland area residents on the essential functions of local government and municipal services.	Teaching citizens about the functions of local government and how they can impact decisions made by City departments helps to develop a more informed and better engaged citizenry.	BPW General Manager
2. Succession Planning – Department Leadership	By the end of 2025, each department will provide a written succession plan that highlights key functions of department leadership, identify positions that may be able to fill leadership gaps during periods of absence, identify training opportunities necessary to complete skillset, and plan for the overall development of potential talent within the organization to replace department leadership if a leadership vacancy occurs.	Providing succession planning helps address the organizational culture commitment to build leadership within the organization in order to seamlessly carry-on the city's core values of service, accountable, intentional and excellence during periods of leadership absences and/or vacancies.	City Manager
3. Personnel (Org-wide safety services and HR support)	By December 31, 2025, evaluate the need for additional human resources services to assist with key functions such as an organizational-wide safety program and to provide general human resources assistance with such things as hiring, policies, etc. Service evaluation may include options such as the addition of a full-time position, consultant services, or other local unit contracting.	Providing an organizational-wide safety program and human resource support services helps ensure an organizational culture that holds to the city's core values of service, accountable, intentional, and excellence; while also supporting the city's organizational culture commitment to be equitable and inclusive.	City Manager & BPW General Manager

City of Zeeland 2025 Department Operational Goals



Action Step	Outcome Indicator	Commitment	Department
1. Project Files	Organize and update City Project files and continue to monitor and update these files on a quarterly basis.	Infrastructure and City Services	Clerk's Office
2. Human Resources Information System	Secure a vendor for a Human Resources Information System (HRIS) that has proven compatibility and existing integration with the BS&A data base. Additionally, consider incorporating a time and attendance function to assist Finance in the manual entry of timecard details.	Organizational Culture	Clerk's Office
3. Create a Pictorial Directory of all Employees (continue from 2024 goals)	Create a pictorial directory of all employees to put in a location accessible to all employees in order to provide a great way for all employees to know who each person is, which department they work in and be able to put a face with a name. We were at 50% project completion at the end of 2024 but would like to continue the project to be completed in 2025 and kept current.	Organizational Culture	Clerk's Office
4. Video Security	Video cameras will be upgraded/installed by 12/31/2025 in various locations at City of Zeeland facilities and parks. Cameras are a deterrent and provide oversight which improves awareness and safety.	Infrastructure and City Services	Information Technology

Action Step	Outcome Indicator	Commitment	Department
5. Windows 11 Upgrades	All computer desktops and laptops will be running Microsoft Windows 11 by October 2025. Microsoft Windows 10 will no longer be supported by Microsoft in October of 2025. Upgrading systems will ensure they are supported by Microsoft and continue to receive security updates.	Infrastructure and City Services	Information Technology
6. Howard Miller to Public Safety Fiber	A fiber line will be installed from Howard Miller to Public Safety by 12/31/2025. The additional fiber connection will provide redundancy and failover options in the event of an emergency or network impacting event.	Infrastructure and City Services	Information Technology
7. Select a Website Content Manager & Library Website Redesign	Determine which provider is best for library purposes with input from City IT and Marketing. Work with content manager to streamline website information.	Infrastructure and City Services	Library
8. Explore Sound-Absorption Options for Library to Treat Acoustic Issues	Obtain multiple quotes from vendors for design, purchase and installation of acoustic panels for wall surfaces, hanging baffles throughout spaces and insulation above ceiling tiles over study room area.	Culture, Parks and Recreation	Library

Action Step	Outcome Indicator	Commitment	Department
9. Raise Public Awareness of Benefits of Library Services for all Service Areas	Find a library marketing consultant to develop a media campaign to highlight the benefits and services provided by HML to our patrons. Conduct a community marketing campaign to increase patron awareness of the wide variety of benefits accessible through library services.	Culture, Parks and Recreation	Library
10. Review & Update Current Rental Pricing	Events Coordinator to perform a cost comparison of venue space available for rent in the surrounding area and recommend updates to the current pricing schedule to be considered for FY 26-27.	Culture, Parks and Recreation	Community Center
11. Review & Update Rental Agreement	Have City Attorney Donkersloot review and process necessary changes to the rental agreement for use of the rooms at the Community Center to reflect current practices and contract information.	Culture, Parks and Recreation	Community Center
12. Review, Update & Print New Promotional Material to Reflect Current Rental Information	Have new Community Center Events Coordinator update the promotional material and have it professionally printed.	Culture, Parks and Recreation	Community Center
13. Public Act 660 Assessing Audit	Obtain a finding of substantial compliance in the 2025 Public Act 660 audit – the State audit of the City's assessing department and practices.	Infrastructure and City Services	Community Development

Action Step	Outcome Indicator	Commitment	Department
14. Updated Permit Processing Procedures	By December 31, 2025, work with other departments to develop standard operating procedures for permit processing to include right-of-way, utility and infrastructure reviews.	Infrastructure and City Services	Community Development
15. Launch New UV Building	Successfully launch the new UV building and its equipment without violations, while fine tuning the equipment to perform reliably and efficiently.	Infrastructure and City Services	Clean Water Plant
16. MLSS Monthly Operating Standard	Develop a monthly operating MLSS standard that will help meet our NPDES discharge limit as flows continue to climb.	Infrastructure and City Services	Clean Water Plant
17. Complete Sidewalk Gaps	Identify and fill in sidewalk gaps as allowed by the annual budget.	Strong, Safe and Connected Neighborhoods	Streets Department
18. School Safety Enhancements	Implement the recommendations of the School Safety Traffic Study at the schools within the city.	Strong, Safe and Connected Neighborhoods	Streets Department
19. Citizen Mailer	Distribute a mailer to all property owners to make them aware of city cleanup procedures and opportunities for them to dispose sticks, leaves, rubbish, etc.	Infrastructure and City Services	Streets Department

Action Step	Outcome Indicator	Commitment	Department
20. Equipment Inventory	Conduct an inventory count of the Street Department's tools, shop items, vehicles, attachments, and other miscellaneous items and add these records into the Fleetsoft inventory management system.	Infrastructure and City Services	Motor Pool Department
21. Hoogland Park	Complete the reconstruction of Hoogland Park by December 15, 2025.	Parks, Culture and Recreation	Parks Department
22. Lawrence Park	Repaint the bowl by November 15, 2025.	Parks, Culture and Recreation	Parks Department
23. Splash Pad	Recaulk and clean the concrete surface during 2025.	Parks, Culture and Recreation	Parks Department
24. Building Maintenance Ticketing System	By the end of 2025, implement a building maintenance ticketing system to better track facilities projects.	Infrastructure and City Services	Facilities Maintenance
25. Department Staffing Considerations	Develop a sustainable staffing plan to meet current staffing needs.	Organizational Culture	Facilities Maintenance
26. Purchasing Policy	Update the City's purchasing policy and establish a standard set of terms and conditions.	Financial Sustainability	Finance

Action Step	Outcome Indicator	Commitment	Department
27. Cash Drawer Policy	Develop a cash drawer policy which outlines proper maintenance for the City's various cash drawers.	Financial Sustainability	Finance
28. SARB/Heritage District Ordinance Review	Review SARB/Heritage District ordinances and bylaws to determine if they are still effective.	Vibrant Downtown	Marketing / Economic Development
29. New Website	Oversee new website project 2025/2026.	Infrastructure and City Services	Marketing / Economic Development
30. New Pistols for Sworn Officers	Decide which weapon manufacturer/model we are considering. Range test weapons to determine suitability for ZPD. Determine which accessories will be included lights/sights/holster. Determine caliber of ammunition. Purchase and deploy new weapons.	Infrastructure and City Services	Police Department
31. Flock Camera System	Coordinate with Holland PD and OCSO to determine best locations for cameras. Determine the number of cameras required to meet need. Establish required MOU's for installation at locations. Contract with Flock for installation.	Infrastructure and City Services	Police Department

Action Step	Outcome Indicator	Commitment	Department
32. Apparatus Replacement	Zeeland Fire Rescue will establish an apparatus committee to determine the needs for our next apparatus. By the end of 2025, ZFR will complete the specifications for a fire apparatus to replace 1931. Zeeland Fire Rescue will present to City Council in the first Quarter of 2026.	Infrastructure and City Services	Fire Rescue Department
33. Cost Recovery Ordinance	Zeeland Fire Rescue and Zeeland Police will review and update our cost recovery ordinances. By the end of 2025, we will present to City Council and seek final approval.	Financial Sustainability	Fire Rescue Department
34. Union Contract Negotiations	Oversee the negotiations of new contracts for the Police Union and Clean Water Plant.	Organizational Culture	City Manager
35. Industrial Retention and Support	Coordinate efforts to assist existing industries successfully maintain a presence in Zeeland through the provision of reliable utility services, addressing prohibitive factors to growth, and consideration of economic incentives while also being cognizant of maintaining a balance of community quality of life factors.	Economic and Community Development	City Manager
36. City Council Policies Review (ongoing from 2024)	Work with subcommittee of City Council to complete review of City Council Policies to ensure relevance and amend as necessary.	Infrastructure & City Services	City Manager

**BUILDING UP OUR COMMUNITY.
ONE PIECE AT A TIME.**

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