

City of Zeeland - 2019 Strategic Action Plan Score Card Assessment

Vibrant Downtown						
	Outcome Indicator	Indicator Assessment	Progressing As Expected	Not Progressing As Expected	Points Available	Points Earned
Sound System	By January 2020, prepare bid specs for downtown sound system to be used independently or included in larger development projects on Main Street.	Rented the portable sound system again and determined it was too limiting. Met with a sound system professional and now have two solid options to consider. Staff will review these options and make a recommendation - it is entirely possible to have bid specs for a downtown speaker system by the end of the month.	X		3.30	3.30
Library Alley Project	Prepare for a proposed Fall 2020 construction project by refining design plans, working with adjacent property owners on private property project scope and/or consideration of obtaining additional permanent public easements, and working out financial details such as cost-sharing and/or potential special assessments.	Staff has received the snow melt master plan and opinion of probable cost from GMB. Moore & Bruggink developing detailed design plans for this late summer/fall 2020 project. Staff still evaluating formula for potential special assessment for this project as part of report requested by CC with adoption of Special Assessment Resolution #1 on 9.16.19. Other components to be finalized include how adjacent private property owners may incorporate snowmelt into areas outside of the public ROW.	X		3.00	3.00
Downtown Passageway	During fiscal year 2019-2020, enlist professional assistance to develop a deeper vision for the midblock passageway concept.	Worked with Greg Holcombe, JHLES & Downtown Vision Plan focus group in late July to develop a more refined vision for the midblock passageway concept. At the 9.3.19 CC meeting, CC authorized inclusion of the updated passageway concepts into the updated Downtown Vision Plan. Complete.	X		2.10	2.10

Strong, Safe & Connected Neighborhoods						
	Outcome Indicator	Indicator Assessment	Progressing As Expected	Not Progressing As Expected	Points Available	Points Earned
Non-Motorized System Plan & Pedestrian Crossing over BL-196 (or eco bridge)	By December 31, 2019 adopt a Non-Motorized System Plan that includes non-motorized facility options such as sidewalks, bike lanes, shared lanes, shared-use paths, etc. and options for a pedestrian/bike crossing of Business Loop 196.	Presented final plan to CC at special 12.9.19 work/study session. CC desired to have PC endorse at their 1.9.20 meeting prior to CC endorsement scheduled for 1.20.20.	X		3.30	3.30
Decision on Water Tank Property	By July 1, 2019 determine if the City owned lots at 474 & 476 W. Main Avenue are excess city property. If they are, determine the appropriate future land uses of the lots.	Complete. City Council took action to hold the properties at their November 18, 2019 meeting.	X		2.40	2.40
Home Repair Program	By December 31, 2019 develop the framework and implementation timeline for a home repair program in the City of Zeeland based on the FHLBI's NIP Program, and decide whether or not to implement the program in the City of Zeeland.	No progress to date.		X	2.10	0.00

Economic & Community Development						
	Outcome Indicator	Indicator Assessment	Progressing As Expected	Not Progressing As Expected	Points Available	Points Earned
Sligh Building	By January 2020, engage in conversations to assess the collective needs and best future use for the property on the Sligh block - including City, ZPS and private use.	Conversations between Lakeshore Advantage, ZBPW, ZPS and City occurred and ongoing. Complete.	X		4.20	4.20
Medical Office Building/Cherry Street Lot	Engage elected and appointed City boards in conversations about housing needs in and near downtown, providing concrete feedback to MOB developer. By July 2020 determine what role the Cherry Street lot will play in the MOB development.	Have had many good conversations with MOB developer. The developer will be proposing a mixed use building redevelopment. They are ready to begin moving toward the site plan approval stage and firm up some parking agreements with the City. This winter staff can do more to prepare City Council, Planning Commission and the general public to have conversations about housing needs. The developer is hoping to begin construction in 2020.	X		3.90	3.90

	Outcome Indicator	Indicator Assessment	Progressing As Expected	Not Progressing As Expected	Points Available	Points Earned
CDBG Grants	Engage in (at least one) executed grant agreement by July 2020. Encourage City staff to complete Certified Grant Administrator Training.	With some construction surprises at 140 E. Main and staffing changes at the State, we have not been ready to begin any new grants as of yet. January 2020 we have two meetings with the MEDC to get to know our new CAT team rep and also to discuss rental rehab grant details for 140 E. Main and grant program options for the MOB building. Initiated conversations with Ken Rizzio about managing our grants under the state's allowed reimbursable activity. Anticipate a lot more grant-related action beginning in the next two months-which will keep us on track to meet this goal.	X		3.60	3.60
State and Main Development	Participate in efforts to get the property located at 3 E. Main in friendly hands by Spring 2019. Pursue visioning tools to expand on the concept for the entire intersection.	Complete. Building has been demolished & visioning for the site has been completed. We are now beginning the process of drafting an RFP/RFQ/RFI.	X		2.70	2.70
Redevelopment Liquor License	By the end of 2019, research the State's Redevelopment Liquor License program and share the information, as desired to developers, property owners and entrepreneurs.	Reviewed the current program information and plan to present CC with an update to ensure we remain comfortable with program and ready to initiate it when we have an applicant.	X		2.40	2.40
Business Notification Plan	By December 31, 2019 present a new business notification plan framework to Council, and determine if the program will be implemented.	Complete. At 12.16.19 meeting CC authorized staff to proceed with the final development of a program.	X		2.40	2.40
Redevelopment Ready Community	By December 31, 2019 complete phase three, the certification phase, of the Redevelopment Ready Communities certification process.	Goal not accomplished. Currently in process, but did no progress as expected.		X	2.10	0.00
Supporting Lakeshore Advantage (Business Retention/City Leadership Site Visits)	Continue to actively participate with Lakeshore Advantage on business expansion projects and conduct at least 10 retention/site visits via Lakeshore Advantage's Business Intelligence Program and/or city-initiated visits.	Along with Mayor and BPW General Manager, performed 6 site visits and held 6 off-site staff meetings/tours at local employers. Continue to work closely with Lakeshore Advantage to support business expansion projects, participate construction industry surveys thru Lakeshore Advantage, participate in BPW large customer breakfast, attend Lakeshore Fellows meetings and provide West Coast Chamber with local govt. updates.	X		2.10	2.10

Infrastructure & City Services

Action Step	Outcome Indicator	Indicator Assessment	Progressing As Expected	Not Progressing As Expected	Points Available	Points Earned
Cherry Avenue Improvements	Substantially complete design and scope of the Cherry Avenue project by end of 2019 so that it is ready for construction in the spring of 2020.	Design plans not yet complete, but project scope being finalized with parking lot access analyzed and sidewalk snowmelt being evaluated. On track to bid this project with library alley project and sequence construction for summer 2020 (street) and library alley (late summer/fall) to better meet needs of adjacent businesses.	X		3.30	3.30
Fiber Through City	By the end of 2019, work cooperatively with the Zeeland BPW to evaluate the desire for fiber internet within the community and identify possible partners to supply this service.	Representatives of the City and BPW met with several different consulting companies and internet providers to gauge interest in fiber internet deployment strategies. Through these meetings, we learned the private sector was looking to take the lead with possible deployment as soon as 2020. As we anticipate this possibility, the City and BPW agreed to a "wait-and-see" approach to our involvement in this initiative. While we will continue to explore a fiber internet deployment, it will be at a slower pace as we determine the full extent of the private sector's involvement.	X		3.00	3.00
Snowmelt Full Build Out	By the end of 2019, determine to what extent a snowmelt system will be implemented, and identify the funding source for this buildout.	Snowmelt master plan and opinion of probable cost from GMB completed. The project involves installation of up to four boilers in the Howard Miller Building to provide heat for the building and a capability of maximum snow melt system serviced from HMPL. Staff needs to determine how to handle the special assessment for this project. Based on opinion of probable cost, Phase I (boiler and library alley snowmelt) funding identified.	X		3.00	3.00
Roundabout	Finalize the acquisition of property, develop right-of-way license agreements for private businesses with parking facilities within the public right-of-way, bid project and complete construction by the end of the 2019 construction season.	The roundabout is open to traffic. Final restoration and punch list items will take place in the spring of 2020.	X		2.70	2.70

	Outcome Indicator	Indicator Assessment	Progressing As Expected	Not Progressing As Expected	Points Available	Points Earned
Howard Miller Boiler Replacement	Present City Council with two options for replacing the boilers. Option one would be to replace the boilers and size them for heating the building only. Option two would be to size the boilers to provide heat for the building and a future snow melt system. The boiler project would be completed for the 2019-2020 heating season.	Bid the project in mid-June, but rejected the bids due to the bid prices being higher than expected. Intend to rebid the project in winter of 2020, and the new project scope will be for up to four boilers in order to accommodate the targets possible snow melt system that can be housed in the Howard Miller Library.	X		2.70	2.70
Fire Code	With the appointment of a FT Fire/Rescue Chief, continue assessment of adopting the International Fire Code (IFC) as a companion to the already adopted International Building Code (IBC) and International Property Maintenance Code (IPC). This evaluation should prepare City Council to make a decision by 12/31/19 on whether to proceed with adopting a code.	Completed. CC directed staff to proceed with final development of Fire Code Ordinance at 12.16.19 meeting.	X		2.70	2.70
Police Department Body Cameras	The Police Department will explore the use of body cameras. There are many issues to be discussed prior to the implementation of cameras for use by the ZPD. Issues for consideration regarding dash/body camera usage include IT support, support staff time devoted to video maintenance and evidence/FOIA preparation, cost, and 4th Amendment and privacy issues. In order to consider implementation of dash/body cameras during calendar year 2019, the Police Department will pursue tasks such as: 1) Evaluation of available products and recommendation to City Council. 2) City Council decision on feasibility of project and, if approved, timeframe for implementation. 3) Determine how IT support of the project will be achieved. 4) Develop training and policy regarding camera use for road patrol and clerical staff.	The Police Department evaluated four major vendors. We did extensive testing and trial uses of both Watch Guard and Axon cameras. Both products worked well initially. At the end of the Watch Guard testing period we began to experience malfunctions. Axon performed as advertised. Watch Guard is a stand-alone system and does not require integration into the in-car MDT computer. Axon requires integration into the MDT and that feasibility is being explored by OCCDA support personnel.	X		2.10	2.10
Police Department Accreditation	The foundation of Accreditation lies in the adoption of standards containing a clear statement of professional objectives. ZPD will conduct self-analysis to determine which of our existing operations already meet some of the standards and/or how the procedures can be adapted to meet the standards and professional objectives. When the procedures are in place, a team of trained assessors verifies that applicable standards have been successfully implemented and the agency is in compliance. During calendar year 2019 the police department will: 1) Acquire accreditation software. 2) Apply for accreditation through MACP. 3) Begin process of evaluating policies and updating to current standards. In succeeding years - 2020: 1) Complete policy re-write. 2) Finalize preparation for outside agency audit of ZPD policy. 2021: 1) Complete audit of ZPD policy and procedure. 2) Become accredited agency.	We have started the process. Lexipol is assisting with policy development. Kevin Cisler has been through accreditation manager training. We are currently ahead of the two year deadline.	X		2.10	2.10
IT Services	In 2019, evaluate our current IT structure and develop a strategy to ensure the security of data and reliable operations that uses the efficient use of resources.	In conjunction with the BPW, City staff recognized the need to evaluate our current IT managed service provider. In early 2019, staff met with representatives from Ottawa County about contracting with them to provide these services. While they have interest, staff levels required the County to put a temp. moratorium on accepting new local units until at least 2020. As staff, we feel it is important to have Ottawa County be a part of any IT service provider conversation. As is such, we delayed evaluating managed service providers in 2019. In the meantime, we have implemented biweekly meetings with our current managed services provider, migrated the BPW SCADA network from the business network, evaluated the overall network configuration with outside resources, performed a third-party network security analysis, and are beginning to evaluate our overall IT service delivery structure in order to make informed decisions regarding our IT service delivery in 2020.	X		2.10	2.10

Culture, Parks & Recreation

Action Step	Outcome Indicator	Indicator Assessment	Progressing As Expected	Not Progressing As Expected	Points Available	Points Earned
Girls Softball Field Upgrade	Provide legislative support and/or financial assistance to Zeeland Rec in FY 19/20 budget to assist Zeeland Rec. achieve the construction of girls' softball field/dugout upgrades with a goal of substantial completion by the end of November of 2019.	City provided \$150k for this project in FY 19/20 budget. All work has been completed on this project with the exception of irrigation replacement and restoration.	X		3.00	3.00
Huizenga Park Phase III	Upon completion of Phase II improvements, by the end of December 2019 start planning and design for Phase III redevelopment of Huizenga Park.	This project has been completed. Working with Zeeland Recreation on some instructions and introduction to pickle ball in the spring. Punch list items have been completed. Staff to present Phase III options to CC at 2020 goal setting.	X		2.40	2.40

	Outcome Indicator	Indicator Assessment	Progressing As Expected	Not Progressing As Expected	Points Available	Points Earned
Felch Street Cemetery	Finalize construction on this cemetery including fine grading, irrigation, top soil, turf establishment and selling of plots by December of 2019.	Contractor has to place weed killer and fertilizer yet this fall. Aiming for plot sales in the spring of 2020.		X	2.10	0.00

Financial Sustainability

Action Step	Outcome Indicator	Indicator Assessment	Progressing As Expected	Not Progressing As Expected	Points Available	Points Earned
Continue to be Fiscally Responsible (ensure adequate reserves, meet or exceed pension liability thresholds).	Adopt a Fiscal Year 2019-20 budget that keeps us on track to pay off our unfunded pension liability by the end of Fiscal Year 2023 and provides fund balances within established policy amounts for the respective funds.	Our Fiscal Year 2019-20 budget has been adopted, and according to our Fiscal Year 2019 Actuarial Report, our Pension Plan is fully funded.	X		2.10	2.10
Evaluation of Wages/Benefits, etc.	Create an employee evaluation tool which will assist us in adjusting employee compensation and implement the use of this tool by the end of 2019.	Evaluation tool complete. Dept Head/Supervisor training occurred in November on how to use tool. Evaluations conducted in December 2019.	X		2.10	2.10

Operational Goals

	Outcome Indicator	Indicator Assessment	Progressing As Expected	Not Progressing As Expected	Points Available	Points Earned
Clean Water Plant	Review and update the City of Zeeland Guidelines for the Industrial Pretreatment Program. The purpose of the City of Zeeland Industrial Pretreatment Program Guidelines and Procedures is to establish the authority and control necessary to carry out the efficient management and operation of the Zeeland Wastewater Treatment System and to prevent the polluting of the environment with respect to wastewater discharges within and to the City of Zeeland. These Guidelines were last updated and approved by the State of Michigan DEQ August 2005, this 200+ document will be updated to meet all current, local, state and federal guidelines, after completion the document must (and will) be approved by the State of Michigan DEQ.	The revised IPP guideline that was submitted to EGLE for approval back in the spring has been approved. Complete.	X		1.00	1.00
Clean Water Plant	Update the City of Zeeland Clean Water Plant website. The current website is very bland, uninviting, and lacks information that should be easily attained by the public. Staff will redesign the CWP homepage that is both inviting and informational.	The CWP homepages have been completed.	X		1.00	1.00
Clerk	Evaluate the City Clerk's Office every-day file system. Evaluation will use the 3 R's (reorganization, reduction and retention) to assess obsolete forms, outdated information, and duplicates of documents/files with a goal of increasing valuable storage space in the Clerk's Office.	As of now, we do not have a solid date for the office redecoration. Therefore, using the Record Retention Schedules, we have begun the process of purging and/or identifying files or appropriate portions thereof to be purged. Annual Forms have been updated to 2020 and obsolete forms are being recycled. This will be an ongoing process at the end of each calendar year. The entire filing system will take some time to complete, as this has not been done in a number of years.	X		1.00	1.00
Clerk	Convert and consolidate important documents such as contracts, project files, minutes, etc. from hard copies into one digital file/database while complying with any necessary legal and retention schedules. The project will reduce the physical footprint of storage and allow for ease of access directly from the desktop.	All existing manual card indexes have now been setup in the indexing database for detailed entry (Contracts, Council Actions, Events, IFTs, Licenses, Projects, Traffic). All City Council Action categories have been set up and Actions entered including cross-referencing for 2019 and working on 2018. Contract categories have been set up and entries are up to date for 2019. Project Files are being entered for 2019 as closed. The scanner has been purchased and setup and tested by the Clerk's Office. Scanning has begun.	X		1.00	1.00
Marketing Department	Have an ice skate rental program up and running by October 2019.	Skates purchased and program operational in 2019.	X		1.00	1.00
Marketing Department	Create a Chalk Art Festival to replace Dogarama.	Completed.	X		1.00	1.00

	Outcome Indicator	Indicator Assessment	Progressing As Expected	Not Progressing As Expected	Points Available	Points Earned
Community Development Department	Tax exemption verification. By December 31, 2019 ensure documentation is on file in accordance with the Department of Treasury guidelines for all tax-exempt parcels in the City. This ensures the city is compliant with State assessing guidelines, and those who qualify for tax exemptions are receiving them.	Completed.	X		1.00	1.00
Community Development Department	Master Plan update completion. By September 1, 2019 complete the update of the 2011 Master Plan and adopt the updated plan. Ensures that the city's document for guiding land use decisions is up to date, and actually reflects the city's desired development patterns.	Staff received Council authorization to distribute the plan for a 42-day comment period, the second to last step in the completion of the process. However, Planning Consultant has since been engaged to draft additional language that would need to be incorporated before the plan is finalized.	X		1.00	1.00
Library	Establish a mission statement and strategic plan for the library (7/1/2019).	Although not finalized until Fall 2019 due the comprehensive nature of the process, the strategic plan is in place and it created a strong foundation for the library moving forward.	X		1.00	1.00
Library	Explore the concept of expanded operational hours and present a plan to City Council. Any approved changes to library hours would be implemented in the fall (9/3/2019).	Completed. The community has expressed appreciation for the expanded hours and have made good use of the library during the 9:00-9:30 am timeframe during the week and the additional two hours of operation on Saturday afternoons from 1:00-3:00 pm.	X		1.00	1.00
Library	Partner with Zeeland Public Schools in offering a special collection of totes containing books and games to assist families and students in securing at least one of seven literacy skills as identified by ZPS. These totes would be available for circulation at the library (6/1/2019).	Completed. This partnership and the Fun on the Run collection have been featured at the state level in the Library of Michigan's quarterly newsletter as well as a Department of Education blog post.	X		1.00	1.00
Police	The Police Department has been, and will continue to be, active in community involvement. The department members will be in attendance and actively involved in at least five formal activities. Activities in the past have included coffee with a cop, Day of the Young Child, ice cream socials with elementary children, corn-on-a-cop.	The Department members have been active in community events and will team up with Fire/Rescue again this year for Plaiderday.	X		1.00	1.00
Police	ZPD has a list of active outstanding warrants. The outstanding/active warrants will all be verified. If the warrant is still viable through maintenance of evidence and/or availability of the arresting officer, the warrant will be updated and efforts made to arrest the offender. If the evidence or officer is no longer available, the warrant will be cancelled through the state law enforcement computers.	The police department has finished verifying all outstanding warrants held by ZPD. We have removed/cancelled 61 outstanding warrants. A small number of the 61 are awaiting court approval before being cancelled. We have completed our work on these warrants. No further action will be required by ZPD.	X		1.00	1.00
Fire/Rescue	City of Zeeland Emergency Management Plan - One of the responsibilities of Zeeland Fire/Rescue is to coordinate and execute the Emergency Management Plan for the City of Zeeland. 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 Plan was updated and exercised. By December 31, 2019 the Zeeland Fire/Rescue Department will convene the parties involved with the Emergency Management Plan to oversee a comprehensive update to the plan and start the process of updating the plan.	Completed.	X		1.00	1.00

	Outcome Indicator	Indicator Assessment	Progressing As Expected	Not Progressing As Expected	Points Available	Points Earned
Fire/Rescue	Zeeland Fire/Rescue will become a CPR Training Center - this operation goal will build on our Community CPR program. Becoming a CPR Training Center will allow Zeeland Fire/Rescue to have easier access to training materials and CPR cards at a cost reduction.	Completed.	X		1.00	1.00
Motor Pool	By December 31, 2019 have a decision made on purchasing a new or refurbished suction truck which is used for cleaning sanitary sewers, storm sewers, installing signs, installing light poles, etc.	Vactor options have been discussed and will go out for bid in the spring.		X	1.00	0.00
Street Department	To have all local street catch basins inspected and cleaned and to ensure that all proper maintenance has been applied to keep storm water flowing in a proper manner. This work should be completed by December of 2019.	Local street catch basins are 90% completed. 3-month breakdown on vactor truck impacted 100% completion by year-end.	X		1.00	1.00
Street Department	That 25% of our local street storm water system has been televised and recorded by December of 2019. We have all major streets completed.	50% of local storm water pipes have been televised.	X		1.00	1.00
Cemetery and Parks Department	Complete weeding, barking and all early head stone installation by May 24, 2019.	Completed.	X		1.00	1.00
Cemetery and Parks Department	To have all of Huizenga Park Phase II redevelopment and reconstruction completed by August of 2019. This includes parking lot, additional lighting, new restrooms, pickle ball courts, park benches, etc.	Completed.	X		1.00	1.00
Cemetery and Parks Department	By December 31, 2019 have a Master Park Improvement Plan in place to guide us in redevelopment of our park system in the future.	Master Plan for parks is still being worked on to present to City Council in early 2020.		X	1.00	0.00
Finance/Treasury	Per IRS regulations, update our W-9's for current vendors and import them into the BS&A database. This will be an ongoing process as we continue to issues vendor checks.	We are in the process of continuing to gather updates W-9's for all of our vendors and import them into our BS&A database.	X		1.00	1.00
Finance/Treasury	Evaluate our banking services and make a recommendation to City Council by September 30, 2019 to determine which bank will provide banking services into the future.	We bid out our banking services and have transitioned to Macatawa Bank.	X		1.00	1.00
Facilities Maintenance	At the Howard Miller Building, provide reliable air conditioning well into the future. Overhaul the roof top air conditioning system in the fall of 2019 after the warm weather season is done. Most sensors, condenser fans, control actuators and one compressor are the original 1995 equipment and should be replaced before they fail.	Funding was approved in the 2019-20 budget to overhaul the chiller. The project included one new compressor, all new electric contactors, starter evaluations, oil and refrigerator analyses, replacement of all temperature and pressure sensors, expansion valves and liquid flow sensors. The project was completed on November 16.	X		1.00	1.00
Facilities Maintenance	Continue our ongoing goal of providing excellent customer service and well-maintained facilities. Continue with our Saturday project cleaning, including carpet machine cleaning, floor scrubbing and refinishing.	All staff has endeavored to keep city buildings in excellent condition and to provide excellent customer service. Some highlights include: 1) Saturday project cleaning at the Public Safety Building was completed. The City Hall building was started, but had to be put on hold. 2) In late August, the Community Center rooms and halls were deep cleaned, including all carpeting and floors. Carpeting was machine cleaned and hard surface floors were scrubbed and refinished. 3) The library children's activity room was machine scrubbed and refinished. Due to turnover in staff beginning in October, Saturday project cleaning was put on hold. We have two new staff and one current staff person was elevated to the Head Custodian position. We are in the process of training the new staff to operate the cleaning equipment and cleaning chemical safety. Once this is complete, we should be able to resume the project cleaning schedule some time in February, 2020.	X		1.00	1.00

