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CITY OF ZEELAND

2017 Strategic Action Plan

**As Adopted by the Zeeland City Council on
April 17, 2017**

FEEL THE ZEEL



City Vision, Mission and Goals

On an annual basis the Zeeland City Council and staff participate in an annual goal setting retreat/strategic planning session. The annual retreat proves to be beneficial in setting a strategic course of action for City Council and staff in the development of the budget for the fiscal year ahead; how we should focus project efforts in the current calendar year and beyond; and most importantly, to ensure adherence to the city's vision, mission and goals through the development of specific action steps for the short, mid or long-term. For the 2017 Strategic Action Plan the city's vision, mission and goals will remain the same as they have been the past few years.

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

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

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

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

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

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

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



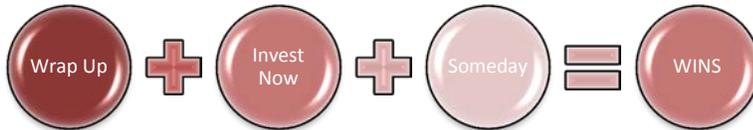
Once it was determined that the vision, mission and goals would remain the same, attention turned to specific action steps and operational goals the city will pursue to achieve our goals, mission and vision. As noted earlier, the timeframe for these action steps are short-term (wrap-up), mid (invest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

Before we identify the specific action steps and operational goals for the 2017 Strategic Action Plan it may be helpful to briefly outline the process utilized to identify the action steps. The process started by having City Council and staff develop a list of action steps to consider at the January 30, 2017 goal setting retreat. These suggestions were in addition to a list of action steps that had been utilized in previous goal setting sessions. Once the action steps list was finalized, each participant was asked to rank their top 15 action steps and from that point participants continued to combine into larger teams to reach consensus on 15 action steps. The evening concluded with two groups listing their top 15 action steps. We have since combined the group rankings into one list of action steps. The resulting action steps list from the two groups is attached as Appendix A.

Over several follow-up work/study sessions City Council was asked to ensure that the action steps voted on the January 30, 2017 goal setting retreat should in fact be pursued? To help answer this question City Council was challenged to determine how the proposed actions fit into our broader goals, mission and vision? Key questions that we asked to help answer those questions were why should we do it and what is the value of the action step? If we could not determine how an action step fit into one of our broader goals, and thus how the completion of the action step would benefit our pursuit of our mission and vision, it was not included in the strategic action plan for 2017.

Within this document one will find the individual action steps are categorized in two different ways. First, they each address one of six broader goals listed above that help bring us toward our mission of strong neighborhoods, vital downtown, healthy economy, strength in diversity, excellent city services and great education, which in turn lead us toward our vision of “Feel the Zeel”. The second method we use to categorize the action steps is by the timeframe in which we plan to address each of them. For the 2017 Strategic Action Plan we have three timeframe categories. They are “Wrap-up”, “Invest Now” and “Someday”. Actions under the “wrap-up” category are steps we largely plan to accomplish within a one year timeframe. Actions under the “Invest Now” category are ones where City Council is currently ready to invest time, resources and/or finances toward the accomplishment of the action. The “Someday” category includes

actions that are more of our “dreamers” list. The time to invest in these may not be appropriate right now, but they are things we do want to accomplish someday. The city equates this acronym to the fact that completed actions = WINS.



In addition to identifying each action step with a broad goal and the timeframe for completion, one will find an outcome indicator for each action step and a value statement within the written portion of the 2017 Strategic Action Plan. The outcome indicator specifically identifies what we are striving to accomplish with each action step so that we can measure our level of success at the end of the strategic action plan year. This measurement is important as it holds leadership accountable to the plan and it plays a role in the City’s Performance Incentive Program that is utilized as part of the city’s overall compensation plan for city staff. The value statement helps us tie the action step back into the larger picture. In other words, what value is the completion of the action adding to the organization? In each case the value statement identifies how each action step is helping us achieve one of our goals, which brings us closer to the mission and vision of the city.

With the action steps ranked by priority, the timeframe for completion identified for each action step, and identification of how each action step will help support the accomplishment of our goals, we can imagine how the 2017 Strategic Action Plan will ultimately assist us in reaching our community mission of excellent city services, strong neighborhoods, healthy economy, vital downtown, strength in diversity, and great education as we strive for our vision to “Feel the Zeel!”. The graphic below depicts that as we move from hitting our action steps, to our broad goals, to our mission, we will ultimately hit the target of our “Feel the Zeel!” vision.

Progression from Action Steps to Vision



FEEL THE ZEEL



The 2017 Strategic Action Plan does not end here however. In addition to the city-wide actions to be accomplished we have added a final section that details operational goals for each department. As we looked at past strategic action plans we realized that there are years where a particular department may have numerous action steps that directly fall under their realm of influence, while other years they may not have any. While this certainly does not mean that the strategic action plan does not apply to them, after all, we are all in this together, we feel having department operational goals listed within the 2017 Strategic Action Plan further solidifies each department's intrinsic value in reaching our overall goals, mission and vision. Each department's operational goals for the year can be found after the action steps section.

The Zeeland City Council and staff certainly hope that reviewers of this 2017 Strategic Action Plan will obtain a better understanding of where the city plans to focus time, talent and resources both now and in the future. If you have any questions on City Council's plan for Zeeland's future, please do not hesitate to follow-up with us. Feel the Zeel!

A handwritten signature in black ink, appearing to read 'Timothy R. Klunder', is written over a horizontal line.

Timothy R. Klunder, City Manager

2017 Strategic Action Plan

Community Vision



City Mission

Strong Neighborhoods

Vital Downtown

Healthy Economy

Strength in Diversity

Excellent City Services

Great Education

Broad Goals to Pursue Vision

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

Action Steps

Wrap-up

1. Defend Consumer's Energy tax appeal (Financial Stability)
2. Plan to mitigate personal property tax loss (Financial Stability)
3. Medical office building -corner of Cherry & Church (Economic & Community Development)
4. Determine final use of 136 E. Cherry Ave. (Economic & Community Development)
5. Huizenga Park Master Plan/Timbertown (Culture, Parks & Recreation)

Invest Now

1. Cherry Street corridor improvements (Infrastructure)
2. Old Sligh building redevelopment (Econ. & Comm. Dev.)
3. Improve west gateway (i.e., roundabout at west "Y") (Infrastructure)
4. Downtown business expansion & recruitment (Economic & Community Development)
5. Downtown wireless sound system (Infrastructure)
6. Downtown Wi-Fi hot spots (Infrastructure)
7. City fire code (Policy & Services)
8. Succession plan for departments (Org. Dev.)
9. Home repair program (Policy & Services)
10. Tax abatement policy review (Policy & Services)

Someday

1. Work with MDOT to redesign east side entrance (Main/BL 196/M121) (Infrastructure)
2. Snow melt system (Infrastructure)
3. Refuse-single hauler franchise (Policy & Services)
4. Expanded weekend library hours (Culture, Parks & Recreation)
5. Enhanced pedestrian crossing at BL-196 (Infrastructure)

Completed Actions = WINS



City of Zeeland 2017 Strategic Plan Action Plan

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

Action Step	Outcome Indicator	Value Statement	Lead	Timing
(1) Defend Consumers Energy Tax Appeal	Continue to work with our local/state government partners in defending the city’s assessment on that plant. We will work with our government partners and legal defense team to wrap up the Consumers Energy Tax Appeal case by June 30, 2017. Wrapping up this tax appeal case includes accounting for all invoices by our legal defense team, final reimbursements to Consumers Energy, and all reimbursement invoices processed with our government partners. With these action steps completed, the intention is that the fund balance as of June 30, 2017 is in fact the fund balance “left-over” from the tax appeal case.	Retaining the city’s appropriate assessed value on the facility maintains integrity in the assessment process and will enable the city to sustain quality service delivery in the city.	Kevin Plockmeyer	Wrap-Up
(2) Plan to Mitigate Personal Property Tax Loss	Continue to work on budget process due to changes in Personal Property. Update the 5-year projection model after receipt of the FY2018 Personal Property Tax Reimbursement Check. This update will include a review of reimbursement assumptions and personal property tax values. This update will be presented to Council by December 31, 2017.	Planning for future years’ financial impacts resulting from the phase-out of Personal Property Tax and the Consumers’ tax appeal to enable the city to remain financially stable.	Kevin Plockmeyer	Wrap-Up



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

Action Step	Outcome Indicator	Value Statement	Lead	Timing
(1) Downtown business expansion and recruitment	By October 1, 2017, submit completed Redevelopment Ready Community (RRC) Certification self-evaluations and resolution of intent to Ryan Kilpatrick of the MEDC to begin engagement process with the MEDC’s RRC program.	Ensure the City has clear policies and procedures for business owners, developers, and investors to encourage economic growth in the downtown.	Lindsay Viviano	Invest Now
(2) Medical Office Building	Present City Council with an expanded vision on how the City could utilize the Medical Office Building site. Request a City Council decision on whether or not to move forward with purchase of the building and development of the site by July 1, 2018.	Pursue opportunities for development of public space at the Medical Office Building site as an extension of the Downtown Vision Plan.	Abby deRoo	Wrap-Up
(3) Cherry Street Lot	Present City Council with expanded options on how the City could utilize the 136 E. Cherry Avenue lot. Request a City Council decision on whether or not to sell the lot for a single family home or continued city use by July 1, 2018.	Impacts the overall Downtown Vision Plan, specifically the Medical Office Building Site and Cherry Street Corridor.	Abby deRoo	Wrap-Up



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

Action Step	Outcome Indicator	Value Statement	Lead	Timing
(1) International Fire Code (IFC)	Consider adoption of the International Fire Code (IFC), as a companion to the already adopted International Building Code (IBC) and International Property Maintenance Code (IPC) by June 30, 2018.	The International Fire Code contributes to the well-being of the community, the preservation of life and safety, as well as the maintenance of property values over time.	Fire Chief Nicholas Bonstell	Invest Now
(2) Home Repair Program	Present the framework for a Home Repair Program to City Council by September 30, 2017 with a decision on whether to proceed with implementation of a program made by December 31, 2017.	Assists single-family residential property owners in making necessary repairs to their homes, thereby preserving the city’s housing stock and the overall quality of residential neighborhoods.	Tim Maday	Invest Now
(3) Single Hauler Refuse	By June 30, 2020, conduct community engagement efforts such as mailed surveys and neighborhood meetings to gauge public input on the possibility of converting to single hauler refuse franchise options versus non-exclusive franchise options.	Identify the possibility of a city-wide policy that maximizes public investment in streets, residential quality of life, and provides cost-effective service.	Lindsay Viviano	Someday
(4) Tax Abatement Policy Review	Prior to September 30, 2017 a review of the Tax Abatement Policy will be presented to the Tax Abatement Committee. This review will include a meeting with the committee to determine what goals they would like to see accomplished within the overarching policy of tax abatements, and an update/review to our existing tax abatement policy as necessary to make sure it is fulfilling the goals of the committee.	Ensure the city’s current Tax Abatement Policy is up to date with the current needs of the community.	Kevin Plockmeyer/ Tim Maday	Invest Now

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

Action Step	Outcome Indicator	Value Statement	Lead	Timing
(1) Huizenga Park Master Plan/Timber Town (finalization and implementation)	Continue master planning and implementation process of needed upgrades. Parks Commission is asking City Council to confirm Huizenga Park/Timber Town master plan Phase I on March 20, 2017. If approved, have Timber Town playground completion by June 30, 2018.	Enhance and expand activities at Huizenga Park/Timber Town through amenities that are available to citizens of varying ages.	Scott Nienhuis	Wrap Up
(2) Expanded Library Weekend Hours	By December 31, 2017, 1) Survey area library practice; 2) Survey patrons desire/support; 3) Survey current employee attitude; 4) Work with Finance Department to determine potential budget impact.	Research the general consensus from the public and staff regarding the possibility of expanding weekend library hours to verify if this is possibility that should continue to be researched and considered.	Bob VandeVusse	Someday



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

Action Step	Outcome Indicator	Value Statement	Lead	Timing
(1) Snow Melt/Other- Investigate feasibility of adding system in the downtown area.	By December 31, 2018, determine the cost of installing and operating a snow melt system under the streets and sidewalks in the downtown area. Research possibilities of heating the system with hot water generated from boilers and calculate the potential winter maintenance cost savings.	Increase the quality of life in the downtown area by the elimination of snow and ice accumulations during the winter months.	Steve Venlet	Someday
(2) Enhanced pedestrian crossing at BL 196	By June 30, 2018, develop a city-wide non-motorized pathway master plan which will include initial concepts and potential costs for a non-motorized pathway crossing over or under BL 196.	Enhance the quality of life by providing a safe pedestrian passage-way across BL 196.	Lindsay Viviano	Someday
(3) Improve the West Gateway (Roundabout at West “Y”)	By April 01, 2018, make final determination regarding the construction of a roundabout in conjunction with the 2019 W Washington Ave reconstruction project.	Enhance the quality of life by providing safe infrastructure which also moves traffic efficiently and would provide a focal point for one of the entrances to the city.	Scott Nienhuis	Invest Now
(4) Work with MDOT to redesign East Side entrance to City (BL 196/M121).	Continue discussions with MDOT regarding potential project. Meet with MDOT and the Ottawa County Road Commission to develop a plan to make this entrance into Zeeland safer and more efficient than it is today. Target is to have agreed upon concept by July 1, 2021.	Improve the safety and efficiency for vehicle and pedestrian traffic at one of the primary entrances to the city.	Scott Nienhuis	Someday
(5) Cherry Street Corridor Improvements	Work with Moore & Bruggink to develop engineered plans for Cherry Street Corridor and present a target project schedule by July 1, 2018.	Continue to advance implementation of Downtown Vision Plan and such addendums by finalizing concepts for the Cherry Street Corridor Improvement Project.	Abby deRoos	Invest Now



(6) Downtown Wireless Sound System	Determine if/what is the best type of permanent outdoor sound system to meet our needs. If such a system exists, schedule installation by July 1, 2018.	Strengthen communication during special events and provide daily background music to enhance downtown maintenance.	Abby deRoo	Invest Now
(7) Downtown WiFi Hot Spots	Work with EGL Tech to determine best way to incorporate WiFi hot spots into the downtown. Install system by July 1, 2018.	Enhance opportunities downtown for public use of technology through WiFi hot spots.	Abby deRoo	Invest Now

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

Action Step	Outcome Indicator	Value Statement	Lead	Timing
(7) Succession Plan for Departments	Identify departments with the potential for leadership change within the next five years due retirement and start to develop options on how best to address the leadership change to ensure continuous service delivery.	Builds on the city’s goal of organizational development in order to continuously deliver the quality services expected of a high functioning organization.	Departs. As appropriate	Invest Now



City of Zeeland 2017 Department Operational Goals

Clean Water Plant

1. Start all of the new plant equipment, two new treatment processes and taking on the flows from the townships to the new Clean Water Plant while maintaining a goal of meeting a minimum 95% of our NPDES parameters.
2. Cut chemical use at the Clean Water Plant 25% from previous year.

Clerk

1. Organize the basement storage room for the Clerk/Election/Personnel records by April 1, 2018.
2. Assist County in procuring voting equipment that will provide the most secure, accurate and fast results on election night by December 31, 2017.

Marketing Department

1. Launch a new public art display of some kind – similar to the scale of FACES OF ZEELAND – but not the same project. Installed by June 30, 2018.
2. Continue to provide CDBG assistance for downtown projects with a measurable goal of preparing a pre-grant checklist/packet including: requirements/documents/fees/applicant responsibilities of the grant process to improve communication and expectations between all parties. Completed by June 30, 2018.

Community Development Department

1. Create and send out an RFP for a new planning consultant. Select a consultant in 2017.
2. List, sketch and photograph all non-religious tax exempt property in the City. We do not currently have property data for tax exempt properties. Completion date of December 31, 2017.

FEEL THE ZEEL



Library

1. Create a Department Strategic Action Plan by March 1, 2018.
2. Develop a procedure for mobile/off site circulation of materials to promote outreach and awareness of the library in the community (thus allowing a library presence at events like the Pig Out, etc. away from the Howard Miller building.) by December 31, 2017.

Police

1. Establish a Police Chaplain position with the goal of seeking input from officers, create policy/procedure addressing the program (qualifications, background check), select chaplain, provide rudimentary training and absorb chaplain into the department by December 31, 2017.
2. Establish a Citizen Survey with the goal of receiving input from people on job performance based on the department's mission statement by December 31, 2017.

Fire/Rescue

1. Create a Department Strategic Plan by January 1, 2018.
2. Create a pre-planning process by June 1, 2018.

Motor Pool

1. By June 30, 2018, evaluate the options of purchasing vehicles and equipment versus leasing (i.e., have cost numbers on both purchasing & leasing ready when presenting to City Council).
2. By December 31, 2017, evaluate all City equipment to ensure its compliance with MDOT established standards.

Street Department

1. By June 30, 2018, increase the City's average PASER rating to above a 5.40 rating.
2. By November 1, 2017, inspect all of the local street catch basins (492 total) to ensure they are being well maintained and free of debris and sediment.



Cemetery and Parks Department

1. Complete work on cemetery drives and irrigation system in the new Felch Street Cemetery by November 30, 2018.
2. Continue efforts to conduct routine maintenance and field inspections to minimize complaints to less than 10 by December 31, 2017.
3. Ensure all park landscaped areas are weeded and barked by May 31, 2017.
4. Learn installation process and maintenance requirements for synthetic ice rink to be installed at Elm Street Park by December 31, 2017.

Finance/Treasury

1. Link credit card processing company with our tax software allowing taxpayers to see payment of their tax bill instantaneously while preventing confusion of whether or not a tax bill has been paid.
2. Begin to pay vendors with ACH as opposed to physical check resulting in cost savings to the city (postage, checks, envelopes, handling fees) and eliminating lost payments and delays in deposits.

Facilities Maintenance

1. Howard Miller Building Snow Melt System – Finalize plans for the north alley improvements including the design of a snow melt system for walkways around and near the building, along with associated heating equipment, by March 31, 2018.
2. City Hall – Explore and design options for reconfiguration of office space by March 1, 2018 in an effort to optimize the office and storage space.



Appendix A

2017 Goal Setting Program (1/30/17 group rankings)

Project/Policy	Group #1		Group #2		Total Points	Final Ranking
	Rank	Points	Rank	Points		
Defend Consumers Energy Tax Appeal	1	15	1	15	30	1
Cherry Street Corridor Improvements	3	13	3	13	26	2
Old Sligh Building Redevelopment	4	12	4	12	24	3
Improve the West Gateway (ie, roundabout at west "y")	5	11	5	11	22	4
Downtown Business Expansion/Recruitment	9	7	6	10	17	5
Plan to Mitigate Personal Property Tax Loss			2	14	14	6
Purchase the Medical Office Building (corner of Cherry and Church)	2	14			14	6
Determine final use of 136 E. Cherry Avenue Lot (residential or parking)	2	14			14	6
Snow Melt System - Library/Community Center	10	6	10	6	12	9
Work with MDOT to redesign East Side Entrance (Main/BL 196/M121)	11	5	11	5	10	10
Downtown Wireless Sound System	6	10			10	10
Downtown Wi-Fi Hot Spots			7	9	9	12
Adopt City Fire Code	7	9			9	12
Expanded Weekend Library Hours	8	8			8	14
Succession Plan for Departments			8	8	8	14
Home Repair Program			9	7	7	16
Snow Melt System - Other	10	6			6	17
Huizenga Park Master Plan (finalize and implementation)	13	3	13	3	6	17
Tax Abatement Policy Review	12	4			4	19
Enhanced Pedestrian Crossing at BL-196			12	4	4	19
Refuse - Single Hauler Franchise	15	1	15	1	2	21
Cemetery Expansion at Felch Street			14	2	2	21
City Hall Office Reconfiguration	14	2			2	21
Income Tax Exploration					0	
Update City's Donation Policy for Non-Profits					0	
Downtown Development Authority					0	
Industrial Development Expansion/Recruitment					0	
Develop a local hotel					0	
Re-examine Allowable Zoning Uses in Downtown					0	
Downtown Façade Grant Program - CDBG Funding					0	
Food Vendor "Court" in Downtown Area					0	
Affordable Housing Efforts (ALICE Threshold)					0	
Create Neighborhood Associations					0	
Work with ZPS for amended parking plans around Cityside MS					0	
Relocate Cityside Athletic Fields to across from school/redevelop existing field area					0	
Expand Zeeland Recreation for Aquatics Park					0	
Increased Community Recycling Options					0	
Contract Services with Other Entity/Private Company (name service)					0	
Seek collaborative efforts with other government units					0	
Comprehensive Traffic Study to review intersections, traffic signals, etc					0	
Re-open 84th Street railroad crossing for development					0	
Underground all electrical wires along city streets					0	
Clean Water Plant Expansion construction					0	
Woonerf Construction					0	
Comprehensive Non-Motorized Plan Development (Complete Streets)					0	
Complete gaps in sidewalks and bikepaths throughout the city					0	
Ensure sidewalks on at least one side of every street					0	
Install Ornamental Street Lighting through all residential neighborhoods					0	
Develop Lawrence Park Pavilion into a 4 season structure					0	
Pedestrian Passageway from parking lots to Main Avenue					0	



Improve Alley North of HM Library and Community Center						0
Develop Ice Rink/Covered Outdoor Market						0
Develop a Dog Park						0
Develop East Side Park						0
Develop park across from city hall (next to Zeeland Record)						0
Enable space for added outdoor seating for restaurants in downtown (parklets)						0
Move Skateboard Park to North of BL196						0
Add Skateboard Park (north of BL196)						0
Continue/expand programs for arts/culture						0
City Master Plan Update/Downtown Vision Plan Amendment						0
Develop Green Infrastructure Plan/Storm Water Plan						0
City Sustainability Plan						0
Comprehensive Update to City Vision/Mission						0
Community Marketing						0
Citizen Public Safety Academy						0
Develop New Citizens Packet						0
City Website Expansion						0
Develop Additional Areas of City-Wide Communication						0
City Hall Messaging system via electronic lobby monitors						0
Fire/Rescue Auto Aid Agreements						0
Create Community CPR/First Aid Program						0
Review and Update City's Emergency Plan						0
Upgrade Medical Response License to Basic Life Support						0
Police as First Responders						0
Audio/Video Recording Devices (ie, body cameras for Police)						0
Update Wage Implementation Program						0
Employee Time-Off Policy Update						0
Staff Training/Professional Development						0