



Village of  
Vicksburg

# Strategic Plan 2023



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# Introduction

The Village Council, Village Manager, and staff embarked on a thorough strategic planning process during the months of January and February 2023. The results of this process created a vision of the desired two year short-term future of the Village of Vicksburg. The vision translates into broad expectations, goals, and objectives which are then broken down into a series of steps which if taken will result in the achievement of the vision.

The resulting strategic plan will be used as the basis for creating administrative actions plans in the areas of budgeting and finances, planning and zoning, growth of the Village, and development of business, residential, and recreational opportunities within the Village for residents, visitors and developers to discover.

The Village Council, Village Manager, and the entire Village staff of the Village of Vicksburg are prepared to enthusiastically implement this strategic plan and guide the organization into a new era of accomplishment.

## **Tim Frisbie**

Village President



# Our Guiding Principles

## Our Identity

We are a historic community that values:

- Our hometown atmosphere.
- A safe environment to learn, live, work, and play.
- Sustainable growth and prosperity.
- Transparency and accountability.



## Our Mission

The Village of Vicksburg provides the highest quality of life through essential infrastructure, public safety, recreation, and welcoming growth within the constraints of fiscally responsible government.

## Our Vision

The Village of Vicksburg will:

- Exceed residents' expectations.
- Foster vibrant growth to be a complete community.
- Cultivate premier events, shopping, and dining.
- Support diverse neighborhoods and businesses.

# Our Strategic Framework

## Our Mission

The Village of Vicksburg provides the highest quality of life through essential infrastructure, public safety, recreation, and welcoming growth within the constraints of fiscally responsible government.

## Our Goals

1. Consistent customer service and input
2. Growth opportunities
3. Continued infrastructure investments
4. Sufficient and sustainable staffing
5. Government communication and transparency

## Our Vision

The Village of Vicksburg will:

- Exceed residents' expectations.
- Foster vibrant growth to be a complete community.
- Cultivate premier events, shopping, and dining.
- Support diverse neighborhoods and businesses.

## Our Identity

We are a historic community that values:

- Our hometown atmosphere.
- A safe environment to learn, live, work, and play.
- Sustainable growth and prosperity.
- Transparency and accountability.

# Our Goals and Strategies

The “champion” is the person tasked with implementing the assigned strategic objective. The champion may work with a smaller team or committee to achieve an objective.

Objectives are listed per target date.

Expectation 1: To achieve “Wow!” customer service		
Strategic Objectives	Target Date	Champion
<b>Consistent Customer Service</b>		
1. Council to defer public inquiries to staff	March 2023	Council
2. Village President to keep all trustees in the loop regarding projects and items discussed with Village Manager	March 2023	Tim
3. Plan in place guiding staff follow-up to completed customer service calls	March 2023	Jim
4. Planning and Zoning staff (1 position)	July 2025	Jim
<b>Community Input</b>		
5. Annual schedule for quarterly coffee hours with state officials and trustees	May 2023	Tim & Jim
6. Engagement with the community at festivals (have a village booth)	May 2023	Tim
7. Review of community input (master plan, coffee with council, festivity booth) for 2023	July 2023	Jim
a. Review input from Zoom meetings with residents		

## Expectation 2: Vicksburg will continue to provide first-class growth opportunities through sound governance

Strategic Objectives	Target Date	Champion
1. Checklist for public and private funding opportunities outside the general fund	Sep 2023	Jim and Christian
2. Developers Toolkit/Entrepreneurial Support	Jan 2024	Jim, Michelle, & Christian
3. Expansion of DDA investment	July 2023	Jim
4. Understand and utilize historic national registration	Ongoing	Tim & Christian
5. Expansion of business park	Ongoing	Jim
6. Update zoning ordinance	Ongoing	Contracted legal services
a. Utility ordinances	June 2023	Steve Mann
b. Parking ordinance		
c. Short-term rental ordinance		

### Expectation 3: Healthy infrastructure and amenities ensure a quality of life

Strategic Objectives	Target Date	Champion
1. Online CIP project visibility to residents (ClearGov.com)	Dec 2023	Christian
2. Village Hall constructed	Spring 2024	Jim
3. Long-term infrastructure projects		Village Manager DPW Director
a. Sprinkle Road (2024)	2024	
b. Lead line replacement (Fall 2023 - Spring 2024)	Spring 2024	
c. Kalamazoo Avenue, Main Street, South Michigan water mains (Fall 2024 - Spring 2025)	Spring 2025	
d. Commercial parking lot (2027)	2027	
4. New multi-facilities park	June 2025	Jim
5. Clark Park connector (pedestrian corridor)	2026	Jim
6. Lead pipes, sewer, and lift station replaced	2040	Village Manager DPW Director
a. Obtain external funding opportunities		
b. Communicate to citizens the need for these replacements		



## Expectation 4: Sufficient and sustainable staffing maximize community impact

Strategic Objectives	Target Date	Champion
1. Professional development plan for all staff	June 2023	Jim
2. Annual staffing levels review	June 2023	Jim
3. Increase DPW staff (start with part-time staff)	Dec 2023	Jim
a. Part-time/seasonal staff instead of volunteers		
4. Guidelines and SOPs for DPW training	Jul 2024	VM and DPW staff
5. Needs and workflow analysis to improve overall efficiencies	Ongoing	Executive Team

## Expectation 5: Better engaged residents through communication and transparency

Strategic Objectives	Target Date	Champion
1. Marketing strategy and plan for Vicksburg	June 2023, then annual	Jim
a. Outsource marketing		
b. Market the historic district		
2. Monthly email newsletters with a link to the monthly calendar	July 2023	Jim & Christian
3. All citizen emails in email database by the end of 2023	Dec 2023	Christian
4. Continue developing Instagram presence	Ongoing	Christian
5. Leadership roles in multi-governmental bodies	Ongoing	Tim/Council
6. Drive residents to the village website	Ongoing	Jim & Christian
a. Direct website visitors to the ClearGov.com for financial transparency		
b. Expand ClearGov.com to full capacity		
c. Increase utilization of paperless system that allows residents and businesses to pay bills online		
7. Collaborate with Southwest Michigan First to introduce site selectors to Vicksburg	Ongoing	Jim

# Implementation Schedule

This schedule may be adjusted based on emerging priorities and budget amendments.

Strategic Objectives (sorted by target completion date)	2023	2024	2025	Other	Champions
1.1. Council to defer public inquiries to staff	March 2023				Council
1.2. Village President to keep all trustees in the loop regarding projects and items discussed with Village Manager	March 2023				Tim
1.3. Plan in place guiding staff follow-up to completed customer service calls	March 2023				Jim
1.5. Annual schedule for quarterly coffee hours with state officials and trustees	May 2023				Tim & Jim
1.6. Engagement with the community at festivals (have a village booth)	May 2023				Tim
2.6.a. Update utility ordinances	June 2023				Contracted legal services
4.1. Professional development plan for all staff	June 2023				Jim
4.2. Annual staffing levels review	June 2023	June 2024	June 2025		Jim
5.1. Marketing strategy and plan for Vicksburg	June 2023	June 2024	June 2025		Jim
1.7. Review of community input (master plan, coffee with council, festivity booth) for 2023	July 2023				Jim
2.3. Expansion of DDA investment	July 2023				Jim
5.2. Monthly email newsletters with a link to the monthly calendar	July 2023				Jim & Christian
2.1. Checklist for public and private funding opportunities outside the general fund	Sep 2023				Jim and Christian
3.1. Online CIP project visibility to residents (ClearGov.com)	Dec 2023				Christian
4.3. Increase DPW staff (start with part-time staff)	Dec 2023				Jim

Strategic Objectives (sorted by target completion date)	2023	2024	2025	Other	Champions
5.3. All citizen emails in email database by the end of 2023	Dec 2023				Christian
3.1.a. Long-term infrastructure project: Sprinkle Road		2024			VM and DPW Director
2.2. Developers Toolkit/Entrepreneurial Support		Jan 2024			Jim, Michelle, & Christian
3.3.b. Long-term infrastructure project: Lead line replacement		Spring 2024			VM and DPW Director
3.2. Village Hall constructed		Spring 2024			Jim
4.4. Guidelines and SOPs for DPW training		Jul 2024			VM and DPW staff
3.3.c. Long-term infrastructure project: Kalamazoo Avenue, Main Street, South Michigan water mains			Spring 2025		VM and DPW Director
3.4. New multi-facilities park			June 2025		Jim
1.4. Planning and Zoning staff (1 position)			July 2025		Jim
3.5. Clark Park connector (pedestrian corridor)				2026	Jim
3.3.d. Long-term infrastructure project: Commercial parking lot				2027	VM and DPW Director
3.6. Lead pipes, sewer, and lift station replaced				2040	VM and DPW Director

### Ongoing Objectives

2.4. Understand and utilize historic national registration	Tim & Christian
2.5. Expansion of business park	Jim
2.6. Update zoning ordinance	Contracted legal services
4.5. Needs and workflow analysis to improve overall efficiencies	Executive Team

5.4. Continue developing Instagram presence	Christian
5.5. Leadership roles in multi-governmental bodies	Tim/Council
5.6. Drive residents to the Village website	Jim & Christian
5.7. Collaborate with Southwest Michigan First to introduce site selectors to Vicksburg	Jim

# Planning Participants

We thank these participants for their time and expertise!

## Village Council

<b>Tim Frisbie</b>	Village President
<b>Wendy Pheils</b>	Trustee
<b>Rick Holmes</b>	Trustee
<b>Carl Keller</b>	Trustee
<b>Denny Olsen</b>	Trustee
<b>Gail Reisterer</b>	Trustee
<b>Ryan Wagner</b>	Trustee

## Village Staff

<b>Jim Mallery</b>	Village President
<b>Michelle Morgan</b>	Village Treasurer
<b>Christian Wines</b>	Village Clerk
<b>Scott Sanderson</b>	Police Chief
<b>Randy Schippers</b>	Public Works Director

## Consultant

<b>Lee Adams</b>	W.E. Upjohn Institute for Employment Research
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# Definitions

## Strategic Goals

Strategic goals describe the results of implementing their underlying strategic objectives. Thus, they are not action statements, but rather “mini visions” or “stepping-stones” that directly contribute to achieving the organization’s overall vision. A strategic plan should include five to seven goals that involve multiple strategies.

## Strategic Objectives

Strategic objectives specify tangible work outputs necessary for achieving a strategic goal. Work outputs may consist of newly developed or updated documents (e.g., those related to procedures, policies, reports, decisions) or changes in staffing, equipment, and facilities. Assigning deadlines and strategy owners—team members who are ultimately responsible for implementing each strategic objective—is essential to ensuring their implementation. Strategy owners may work with other staff members or use external resources to complete a strategy.

## Tactics

The methods used to achieve strategic objectives are tactics, but not every strategy requires that tactics be specified in the strategic plan. For example, it is not necessary to specify within the strategic plan how the strategic objective “A comprehensive marketing plan in place” will be accomplished. Developing these details is the prerogative of the strategy owner. Tactics may be necessary but should be included in the strategic plan only sparingly.

# Rollout and Implementation Considerations

## Strategy Rollout

1. Introduce the plan to all staff, using the Strategic Framework.
2. Share the Strategic Framework with important external stakeholders.
3. Post the Framework on the website.

## Strategy Implementation

1. Focus on the mission and vision in all (major) decisions. Use them when recognizing staff performance.
2. Share mission and vision moments.
3. Sustain strategic focus via meeting agendas.
4. Staying on track: Internal and external accountability.
5. Track and report progress.
6. Celebrate success.
7. Update strategic plan annually.

## Tracking Progress versus Tracking Results

1. Progress
  - a. Strategy implementation
  - b. On time, completed, behind schedule
2. Results
  - a. High-level measures of success
  - b. Mission, vision, goals



## Overcoming Barriers to Implementation

### Define success

- Success and failure depend to a large degree on how you define it.
- If you implement half of your strategies and improve even in a small way your bottom line or customer service or employee morale – that could be considered a success over what might have happened if you had no plan at all.

### Link your strategic plan to your budget process

- Conclude the planning process – or future updates – by the time the annual budgeting process starts.
- Include new initiatives in the budget.
- Hard choices must be made, and having these conversations early provides plenty of time to develop a budget that provides for strategic priorities.

### Link incentives to strategic plan implementation progress and success

- If you consider an incentive system, make sure measures are related to your strategic plan.

### Spend time on strategy

- Use strategy-based agendas for leadership and board meetings.
- Schedule quarterly progress reviews with leadership and board.
- Schedule annual refresher meeting with leadership and board.

### Communicate – communicate - communicate

- Leaders cannot delegate strategy communication to a newsletter or mass email.
- Leaders model the importance of strategy by talking about the mission and vision to staff any time they have a chance.
- Do not be afraid to over-communicate. It shows the mission and vision are important to you!

## Contact Information



**Jim Mallery**

Village Manager

Phone 269-649-1919  
Email [jmallery@vicksburgmi.org](mailto:jmallery@vicksburgmi.org)  
Website [www.vicksburgmi.org](http://www.vicksburgmi.org)  
Address 126 N. Kalamazoo Ave.  
Vicksburg, MI 49097



Peter Dams, Ph.D., President

Phone (269) 501-3000  
Email [pdams@damsandassociates.com](mailto:pdams@damsandassociates.com)  
Web Site [www.DamsandAssociates.com](http://www.DamsandAssociates.com)