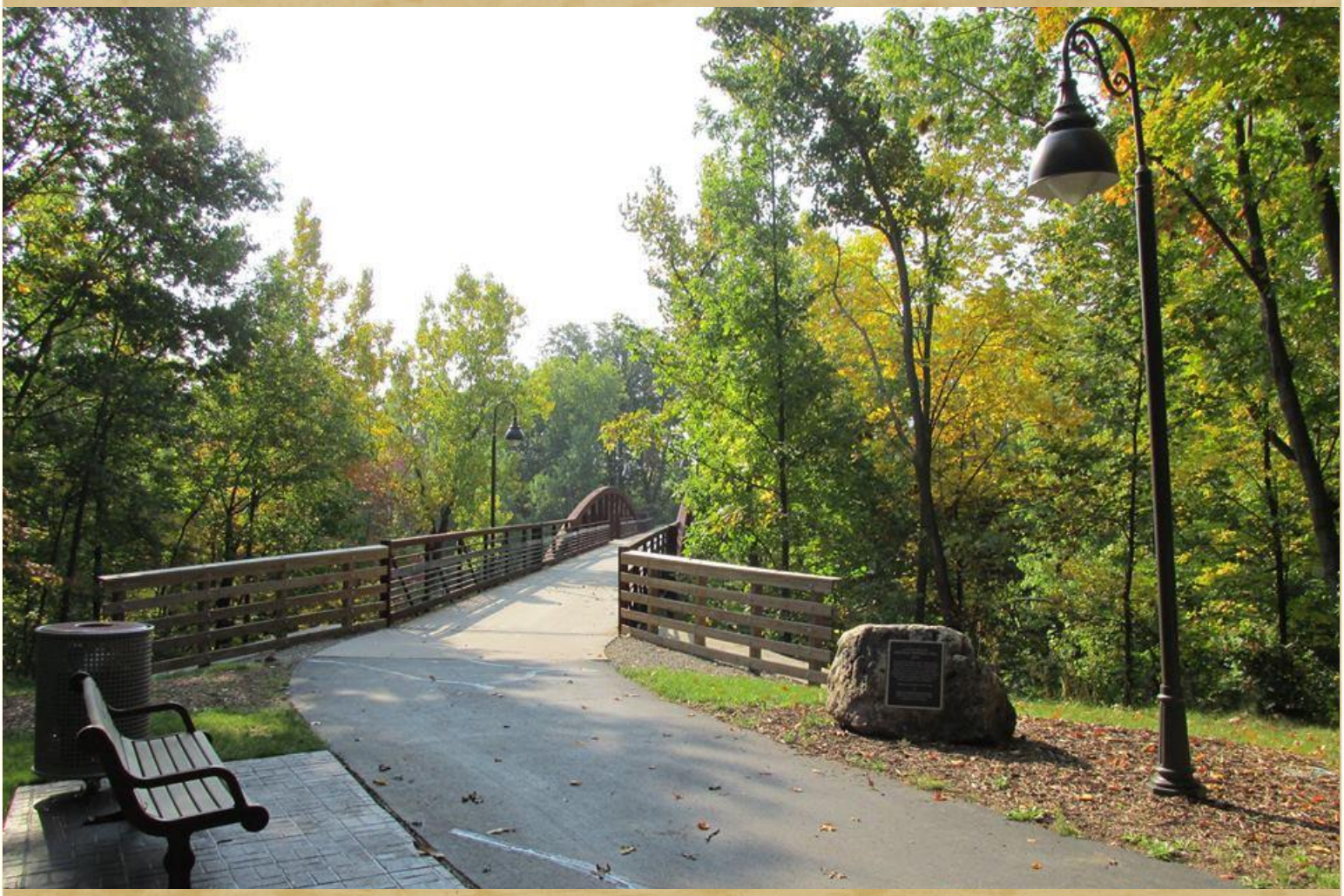
VILLAGE OF LITTLE CHUTE
STRATEGIC PLAN: 2015-2019



ADOPTED NOVEMBER 2014

VILLAGE OF LITTLE CHUTE

108 W. MAIN STREET, LITTLE CHUTE, WI 54140 – 920-788-7380 - WWW.LITTLECHUTEWI.ORG

Strategic Planning Process Overview

Why Strategic Planning?

Strategic Planning is "a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does it." Strategic planning is a way of thinking, acting and learning. It takes a comprehensive view by focusing on the big picture, but it also leads to specific, targeted actions. It is often visionary and usually proactive rather than reactive. It is flexible and practical and is a guide for decision making and resource allocation.

All organizations are in flux. A strategically managed organization is one that DEFINES where it wants to be and mandates change through an action agenda to achieve that future.

Strategic planning helps communities become more successful in achieving their mission, vision and creating public value by:

- Documenting/discussing how we currently operate
- Clarifying/framing the issues
- Clarifying organizational goals
- Developing a strategy to meet mandates, mission and vision

By knowing where the Village currently is as an organization, we can explore the factors that affect how we do business and carry out essential governmental functions. This process will enable the Village of Little Chute to improve and create value through effective and efficient organization.

By developing a strategy, we are able to have a mission and vision that defines what our goals are in the context of our operations. We can work to properly align our resource inputs to match our operational outputs.

Strategic planning is intended to enhance an organization's ability to think, act and do through the following measures:

- **Increased effectiveness** – performance enhanced, mission furthered, mandates met, and real value created. Improved responses to change
- **Increased efficiency** – same or better results with fewer resources
- **Improved understanding and better learning** – entire organization understands its situation in clear terms
- **Better decision making** – coherent, focused and defensible basis for decision making is established
- **Enhanced organizational capabilities** – Broad based leadership is improved while capacity for further strategic thinking, action and learning is enhanced
- **Improved communications and public relations** – Mission, vision, goals, strategies and actions are communicated more effectively
- **Increased political support** – Legitimacy is enhanced, advocacy base broadened, and a powerful and supportive coalition developed

Strategic Planning Process Overview, Continued

The Process…

Starting in January of 2014, the Village of Little Chute Board of Trustees unanimously authorized the process to move forward. The Board appointed a diverse advisory committee to shape, guide and inform the process. Over the past ten months, the advisory committee met 8 times and worked collaboratively to identify the Mission, Vision, Values and Strategic Goals. In addition, the entire Village Board and staff provided inputs along the way in the drafting of this strategic plan.

Village Board of Trustees

- President Michael Vanden Berg
- Trustee John Elrick
- Trustee James Hietpas
- Trustee Brian Joosten
- Trustee Bill Peerenboom
- Trustee "Skip" Smith
- Trustee Larry Van Lankvelt

Strategic Planning Advisory Committee

- Village President Mike Vanden Berg
- Village Trustee Larry Van Lankvelt
- Mr. David Botz, Village Resident, Little Chute Area School District Administrator
- Mrs. Tammy Frassetto, Village Resident, Director of Programs – Ryan Community, Inc.
- Mr. Joe Harlow, Village Resident, Heartland Business Systems
- Mr. Seth Lenz, Owner of Seth's Coffee and Bakeshop
- Mr. Robert Peterson, Village Resident, Associate Engineer - Pierce Manufacturing
- Mr. Nedd Schommer, Village Resident, Vice President/Owner/Partner - EZ Glide Doors
- Mrs. Jessica Schultz, Village Resident, Director - Fox Wolf Watershed Alliance
- Mr. Jerry Schumacher, Village Resident, Vice President (Operations) Vande Hey Company
- Mr. Todd Verboomen, Village Resident, Associate Environmental Planner - East Central Wisconsin Regional Planning Commission
- Mr. David Verhagen, Owner of Hardware Hank and Rental

Village of Little Chute Staff

- Village Administrator – James Fenlon
- Director of Community Development – Jim Moes
- Director of Custodial Department – Glenn Brouillard
- Director of Finance Department – Teri Matheny
- Chief of Fox Valley Metropolitan Police Department – Erik Misselt
- Director of Kimberly/Little Chute Joint Library – Beth Carpenter
- Director of Department of Parks, Recreation and Forestry - Tom Flick
- Director of Department of Public Works – Roy Van Gheem
- Village Clerk – Laurie Decker

Special Thank You

The Village of Little Chute would like to thank the Outagamie County UW Extension Office, and specifically Mr. Jim Resick, for his expert facilitation of Strategic Plan Committee meetings.

Lastly, special recognition goes to all participants, whether that is Village Board members, residents, community leaders and ALL Village staff for their time and input on this process. This is a promising start of Strategic Planning for the Village of Little Chute and will be revisited on a bi-annual basis.

Mission and Vision

"If you don't know where you are going, you will probably end up somewhere else."

Mission

Little Chute is committed to preserving community character, enhancing quality of life, and building a sustainable community for future generations through visionary leadership and citizen engagement.

Vision

Expanding horizons and exceeding expectations.

Values and Value Statements

Values serve as an organization's essential and enduring tenets - a small set of general guiding principles; not to be compromised for short-term gain or expediency. The values presented below were selected in a collaborative process and meant to act as the approved and preferred enduring guidelines for all village employees, Board members, Committee/Commission members and the organization itself.

Effectiveness - The resources of the Village are managed in a cohesive, responsible manner while meeting the needs of the community through appropriate communication, planning, and response to input. Village personnel, as well as elected officials, maintain competency through professional development to ensure the efficacy of their actions.

Continuity – We actively apply our mission, values, and vision in all matters to develop and provide the most consistent, positive, and efficient service to residents, business owners, and community partners. Our focus on unity and teamwork fosters an environment which encourages and enables all Village employees to embrace our shared vision and empowers all to participate in providing services that exceed expectations.

Accountability – Through open and honest communication, we seek to understand the wants and needs of our community in order to serve as responsible stewards of public funds and requests entrusted to us by residents, business owners, and community partners. We have the courage to hold ourselves and others accountable. We are dedicated to working with integrity by owning our decisions, fixing our mistakes, and sharing our successes.

Excellence –We will strive to meet and exceed the expectations of residents and stakeholders in the Village of Little Chute with a commitment to teamwork and collaboration in order to achieve superb results. We are committed to tackling difficult issues head on while pushing past the status quo and motivated by the possibility of continuous improvement.

Open Mindedness – We nurture new and expansive patterns of thinking by being willing and able to think outside of the box. We look at situations from multiple points of view and encourage divergent thinking that leads to innovative solutions. When pressured to seek quick fixes for tough challenges, we instead take the long view and seek lasting structural solutions.

Strategic Initiatives

Through a collaborative process, the Strategic Planning Advisory Committee, along with Village staff input, arrived at the four strategic initiatives below. These initiatives, or focus areas, have been developed in order to assist the Village of Little Chute achieve our Mission, Vision and Values.

Efficient and Effective – We will utilize our human, financial and capital assets to their greatest potential and in the most effective and efficient manner possible.

Economic Development – We will create and implement an all-encompassing economic development strategy that maintains community character while marketing the Village of Little Chute as a destination.

Intergovernmental Cooperation – We will work in a cohesive and effective manner to leverage the resources of our local, regional and state partners.

Civic Engagement – We encourage, welcome, and seek out an active and engaged citizenry on everything we do.

2015 Strategic Actions

Below are the 2015 strategic actions which have been weighed for feasibility and budget capacity.

Efficient and Effective

- Conduct lean Initiatives with Specific Departments
- Allow for the on-line sign-up for Village amenity rentals
- Manage the Village Fleet Universally versus by department
- Conduct a wage and compensation study
- Create a Village staff working group focused on strategic plan and operations

Economic Development

- Upgrade Revolving Loan Fund and Façade Application and process
- Organize and begin a signage program (way-finding)
- Utilize the Little Chute Business Association to cross market Little Chute businesses

Intergovernmental Cooperation

- Strengthen ties with the Little Chute Area School District on facilities, uses, and departments
- Cross promote events with the Little Chute Area School District

Civic Engagement

- Create a communication strategy for every endeavor
- Encourage Village Board and staff to speak at our schools/civic groups
- Embrace greater use of social media
- Engage the press and communication outlets with greater frequency

2016-2019 Strategic Actions

Through the same collaborative process, the Strategic Planning Advisory Committee, along with Village staff input, arrived at a specific list of potential actions to conduct following 2015. These are simply proposals at this time and could certainly change through implementation in 2015 and beyond.

Efficient and Effective

- Implement Personnel Management Software
- Automate the payroll process
- Develop capital maintenance plan (long range for buildings, roads, vehicles)
- Create metrics to assess departments financially and operationally
- Privatize operations that are not inherently government
- Create realistic comparisons to other communities
- Incorporate GIS/GPS into Village field operations
- Implement Digital Record Retention
- Create department specific training policy
- Develop ranking tool for long range planning CIP

Economic Development

- Create multifaceted tourism development strategy featuring existing amenities
- Create revolving loan fund for single and multi-family home program
- Take action on the Village First Impression report
- Plan for an expansion/new Industrial Park
- Create long range plan to link Fox River to Downtown via a corridor
- Create marketing packages for business, industrial, commercial
- Formalize brand development and market the brand

2016-2019 Strategic Actions, Continued

Intergovernmental Cooperation

- Generate collaboration with Outagamie County
- Conduct listening sessions/polls on Village of Little Chute and perceptions in community
- Analyze Jt. Recreation programs with Little Chute Areas School District
- Conduct Regional approach to working with the Departments of Transportation and Natural Resources
- Attain government designations like Green Tier and Water Star
- Cross promote events with the Little Chute Area School District

Civic Engagement

- Create welcome packets for new residents
- Develop Village-wide Communication strategy
- Host meetings outside of Village Hall

Implementation

The Strategic Plan will be implemented immediately upon approval of the Village of Little Chute Board of Trustees, with specific focus on the 2015 action items. Moving forward, the plan is to hold bi-annual strategic plan meetings to chart progress, ensure the right measures are being used, and to amend the plan as needed. Annual reports will be generated and presented to the Board of Trustees. Additionally, an implementation report will track each action item in the year of execution and can be amended to fit current realities or to meet future opportunities.

To provide a brief overview of accountability, each specific action item will have its own dashboard so that metrics can be developed, progress tracked, and success demonstrated. The goal is that when efficiencies are gained, whether financial or in operations, efficiencies gained can be redirected to continue improving on services, operations and the overall direction of the organization. These dashboards will become part of each action item and will be reported on during specific times throughout the year.

This is simply the start of strategic planning. Once the Village is able to demonstrate success and gain momentum, we will be better equipped to undertake larger endeavors related to strategic planning and organizational improvement. Commitment, dedication, communication, and accountability will be key leadership characteristics that will enable success on this process.

Should you have questions or comments, do not hesitate to contact the Village of Little Chute Administrator at james@littlechutewi.org or 920-423-3850.