

2024 - 2026

# STRATEGIC PLAN





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# STRATEGIC PLAN 2024 - 2026



## WHY

To enrich our community through service.

## MISSION

Offer a high quality of life through services and opportunities, while providing a safe and inclusive community.

## FOUNDATION

**Innovation** - Find new and better ways of doing things; develop new services, improve existing processes, and find new ways to enhance the quality of life, all to keep a competitive tax rate.

**Sustainability** - Meet the needs of the present community without compromising future generations, considering environmental, economic, and social concerns.

**Financial Responsibility** - Manage the resources available in a responsible way to provide services and amenities that enrich our community; being a steward of resources is essential for the city to operate the most efficiently.

**Culture** - Foster a welcoming community and an engaging workplace.

## VISION

Be a community of choice by connecting residents, businesses, and visitors to natural resources, recreation, economic opportunities, and quality of life through forward thinking, inclusivity, and sustainable advancements.

## VALUES

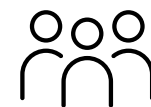
**Collaboration** - A mindset and approach of working together.

**Accountability** - Honor commitments.

**Respect** - Treat all people, property, and nature with understanding and kindness.

**Service** - Do what's right for all residents, business owners, and visitors.

## STRATEGIC OBJECTIVES



Create a **People Management Plan**



Create a **Community of Choice**



Enhance Internal and External **Communication**



# Need for Strategic Plan

Over the past year, staff has been working to determine a process to better align capital and people requests with overall City priorities and goals that can be understood by all those involved in these processes. This initially began by establishing the People Operations Plan, or POP. The purpose of this plan was to allow us to identify and budget for staffing requests over an ongoing five-year period. However, this process didn't solve some of the other concerns that arise from multiple capital and staff requests coming in with a limited budget to allocate. Specifically, we wanted to establish a process in which requests are being allocated in alignment with overall City goals and priorities. We believe this will allow us to more effectively and confidently allocate resources and provide a shared understanding of decisions. Additionally, as part of these requests, we would like to equip departments with tools to be able to analyze and identify if other solutions may exist other than the allocation of additional people and capital and on the other hand, better identify the risk if additional people and resources are not allocated.

This led us to the determination that to become more tactical with our capital and people strategy and allocation, we need to begin the process of establishing a strategic plan focused on City operations. This strategic plan would help staff have overarching goals that all departments can use to align their capital and people requests. Additionally, it will help all departments prioritize time and efforts towards common objectives.





# Purpose of Strategic Plan

While the term “strategic plan” is being used to identify this strategy, staff are understanding this as a strategic direction or path. We believe that this plan will help provide a framework and direction, but ultimately it’s a living and breathing document that we will be having continual reviews of the progress, success, setbacks, and developments. We understand that while we have this path as a direction, should unforeseen circumstances arise, or an initial tactic be unsuccessful, we will need to be open and flexible to pivoting.

This plan will serve as a roadmap that unites departments, helps guide resource allocation, fosters sustainable growth, and considers the quality of life for residents and City operational needs. We believe that through forward-thinking and creativity, this plan will help create a more unified direction for City operations.



# Process of Strategic Plan

The process to develop the plan that is presented within this document and the attachments has been one in which our Mayor, all department heads, and supporting staff have spent a significant amount of time, thought, and work in developing. Below is an outline and timeline of the steps that have led us to the current plan. Staff have put in an incredible amount of time and effort into reviewing data, SWOT (strengths, weaknesses, opportunities, and threats) analysis, and current City conditions to establish a plan that will help move the City forward. We cannot overstate the input and effort that all department heads have had in this process, and it's been an incredible opportunity for staff to come together towards a common goal. We are proud that we were able to develop a plan which is supported by all departments and that had input from the community, employees, Alderpersons, Mayor, and department heads.



## January – March 2023

Need for a formal strategic plan identified

## April 2023

Quotes & vetting of strategic plan facilitators gathered

## May 2023

Memo to Council to introduce idea and ask for permission to contract Fox Valley Technical College for strategic plan pre-work and strategic plan facilitation

## May - June 2023

Pre-work completed which included surveys of employees & community, interviews held with department heads and alderpersons

## June 27 - 28, 2023

Two-day retreat to lay the groundwork in identifying our why, mission, vision, foundation and values. Reviewed survey data, completed SWOT analysis, established initial objectives and tactics based on data and SWOT.



## July - August 2023

Seven follow-up meetings representing 21 hours of work - All department heads met each Monday for a three-hour strategic planning meeting to continue the work started in the retreat. As department heads, we worked to refine strategic objectives and tactics to meet the needs identified in SWOT, root cause analysis, and surveys. Created a finalized list of strategic objectives, tactics, sub-tactics, and the work that will go into these.

## September 2023

Finalized draft of strategic plan presented to council



# Why

To enrich our community through service.

## Mission

Offer a high quality of life through services and opportunities, while providing a safe and inclusive community.

## Vision

Be a community of choice by connecting residents, businesses, and visitors to natural resources, recreation, economic opportunities, and quality of life through forward thinking, inclusivity, and sustainable advancements.

## Foundation

*Our foundation is the fundamental building blocks that represent the core focus of our strategic efforts. They are the framework that we want to prioritize as we work to achieve our strategic objectives.*

**Innovation** - Find new and better ways of doing things; develop new services, improve existing processes, and find new ways to enhance the quality of life, all to keep a competitive tax rate.

**Sustainability** - Meet the needs of the present community without compromising future generations, considering environmental, economic, and social concerns.

**Financial Responsibility** - Manage the resources available in a responsible way to provide services and amenities that enrich our community; being a steward of resources is essential for the city to operate the most efficiently.

**Culture** - Foster a welcoming community and an engaging workplace.





# Values

*The values are the behaviors that we believe are critical for our employees and leaders to embody in order to effectively serve residents, visitors, and businesses and to meet the objectives within our strategic plan.*

**Collaboration** - A mindset and approach of working together.

**Accountability** - Honor commitments.

**Respect** - Treat all people, property, and nature with understanding and kindness.

**Service** - Do what's right for all residents, business owners, and visitors.

## Strategic Objectives

*The following provides an overall summary of the three overarching strategic objectives and the key tactics within. Each tactic has additional sub-tactics as part of the strategy for completion. Not all sub-tactics are listed below in this high-level summary. For the full list of tactics and sub-tactics, please refer to the attachment.*



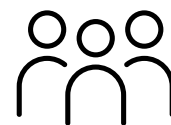
Create a **People Management Plan**



Create a **Community of Choice**



Enhance Internal and External **Communication**



Objective:

## Create a **People Management Plan**

*Our employees are one of our most important assets. They are the ones putting in the work each day to provide exceptional services to our residents, visitors, and businesses. In order to help us attract and retain the amazing talent we have here at the City, this objective is aimed at putting in the work to continue to develop guidelines for staffing, engagement, and recruiting.*



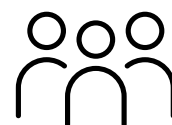
Develop a **standardized staffing assessment** that includes job analysis, risk assessment, current and future needs analysis, and needed resources

The purpose of this tactic is to create an assessment that will capture an analysis for staffing requests and rationale. This will help provide clarity on staffing requests by providing more detail related to the need, alternatives that may exist, cost associated, and the risk of not acting. As part of this tactic, sub-tactics include conducting a meeting to review the City organizational chart and in a future year, having department heads complete the assessment and job analyses, and implementing a people plan.



Create a targeted **recruiting plan** for the City

The intent of this tactic is to establish recruiting plans aimed at hard to fill areas within City positions. This tactic may include, but not be limited to, identifying talent pipelines, establishing relationships with key talent pipelines, reviewing position marketing strategies, developing marketing plan to showcase City benefits, and research referral and other recruiting incentives.



Objective (cont'd):

## Create a **People Management Plan**



Create an ***employee engagement plan*** for the City

This tactic is a broad one which is aimed at measuring and working to continue to improve employee engagement and morale. Sub-tactics will include, but not be limited to, continuing to develop performance management, implementing employee recognition, reviewing onboarding processes, and other sub-tactics related to team building, compensation, and professional development.



Objective:

## Create a **Community of Choice**

*Kaukauna has a lot to offer as a community to live, work, visit, recreate, and do business in. This was evident within the survey data which highlighted the importance of parks, public safety, and economic opportunity.*

*We believe that there are areas that we can further focus on to promote Kaukauna as a community of choice for residents, visitors, and business owners. Tactics identified within this objective focus on quality of life and opportunities. They are largely based on feedback from survey data and from internal SWOT analysis.*



### Maintain a **safe and healthy** community

We are fortunate to have dedicated and talented police, fire, and public works departments in the City, and we know that based on feedback from surveys and internal work in preparing this strategic plan, that in order to be a community of choice, we need to continue to foster a community that is safe and healthy. This is a broad tactic and will have efforts within multiple departments related to health and safety. Sub-tactics will include, but not be limited to, maintaining the current response times and service levels amid a growing community, develop police and fire department strategic plans, building community trust, and efforts in community risk reduction.





Objective (cont'd):

## Create a **Community of Choice**



### *Increase public and park open space **attendance***

Kaukauna has many recreation opportunities from our parks, trails, and waterways, to our special events. In order to be a community of choice, we believe we need to continue to enhance our parks and public open spaces. Sub-tactics within this will include, but not be limited to, monitoring park and public space attendance to develop a future key performance indicator (KPI) for evaluation, creating an online amenities app, renovating one park every other year, improving bicycle and pedestrian infrastructure and safety, and creating a park master plan.



### *Create a **vibrant economy** for all who live, work, and play in Kaukauna*

In order to create a vibrant economy for our residents and the greater community, we have identified key sub-tactics to increase downtown residents, increase housing units by 120 per year, increase housing diversification and address senior housing needs, explore annexation opportunities, and secure financial support for downtown development.



Objective:

## Enhance Internal and External Communication

*The need for communication continues to grow, both internally and externally. Transparent communication will enable smooth functioning of internal processes, nurture relationships with community stakeholders, enhance brand value, and drive sustainable growth. While communication channels are currently open, through this planning process we have acknowledged the fact that all channels can and should be enhanced. The below tactics will help us achieve our communication goals.*



### Enhance **communication with Council**

Effective communication between staff and City Council is the cornerstone of successful governance and community development. By maintaining an open and transparent line of communication with Council, we ensure vital information, insights, and updates are shared. To achieve this, department heads will meet individually with Council members on a biennial basis starting in 2024. This will help build relationships and set expectations for communication. An 'Elected Officials Orientation Guide' will also be developed. This guide will be given to current and newly elected officials, and will cover topics such as Roberts Rule of Order, social media use, information on critical City services, and more.



Objective (cont'd):

## Enhance Internal and External Communication



### *Enhance **internal communication***

To encompass our core values of collaboration and accountability, internal communication amongst City staff needs to be enhanced. Timely and transparent communication aids in identifying and addressing challenges early on. And to do such, an internal communication plan will be developed (how to be proactive, ALL staff communications, meeting efficiency, etc). To build up communication efforts, it's important for Department Heads to set the stage. They will take part in annual team building, including communication training and professional development. An employee intranet will also be developed.



### *Enhance **external communication***

Effective external communication in City government builds bridges with the community, enhances transparency, and contributes to the overall well-being and prosperity of the community. As a frontline customer service portal, the City of Kaukauna website will be re-designed with the goal of optimizing user experience. An external communication plan will also be developed so all City departments have an outline of social media use, how to navigate the media, brand use, content calendars, and more. Other sub-tactics include evaluating the City phone system, social media training, and a resident guide (a comprehensive handbook designed to assist new and longtime residents).



# Plan Execution

- ✓ All tactics were given “owners” who are responsible for ensuring the progress of the tactic, and for organizing the work that may need to go into the tactic.
- ✓ All tactics were given due dates based on the feasibility of completion.
- ✓ All tactics and sub-tactics were ranked in order of priority. While we intend to work on many tactics concurrently, we felt that prioritization was important in providing a common understanding of key time, effort, and potentially, resource allocation.
- ✓ Because this is the first formal strategic plan the City has completed, most initiatives and tactics are foundational in nature. Specifically, much of the work is aimed at addressing inadequacies and developing plans or programs to help address these areas moving forward. As a group, we believe that in future strategic plans, once our foundational work has been completed, we will be able to implement more specific initiatives and tactics tied to specific KPIs.
- ✓ This means the success of current initiatives and tactics is simply whether it has been completed or not, and they are not tied to a specific KPI.
- ✓ Part of the work that initiative and tactic owners will be responsible for moving forward is to identify data that can be tracked as part of a future KPI.
- ✓ Staff will meet quarterly to evaluate and report on progress to council.