

FINANCE AND PERSONNEL COMMITTEE

City of Kaukauna
Council Chambers
Municipal Services Building
144 W. Second Street, Kaukauna



Monday, October 20, 2025 at 6:15 PM

AGENDA

In-Person and Remote Teleconference via ZOOM

1. Correspondence.
2. Discussion Topics.
 - [a.](#) Presentation of the preliminary 2026 Budget - Personnel details.
 - [b.](#) 2026 People Operation Plan Job Descriptions and Request Material.
 - [c.](#) Discussion on relocation of Mission and Goal Sections from Budget Book to Strategic Plan Material.
 - [d.](#) Discussion on Budget Book Reformatting and Content Adjustments.
 - [e.](#) Alderperson Travel Reimbursement Restructure and Policy Update.
 - [f.](#) Performance Management and Compensation Processes.
 - [g.](#) Full-time backfill for retirement- Kaukauna Police Department.
 - [h.](#) MSB and SPAR Building Operations Survey Results.
3. Adjourn.

NOTICES

Notice is hereby given that a majority of the City Council will be present at the meeting of the Finance and Personnel Committee scheduled for Monday, October 20, 2025, at 6:15 P.M. to gather information about a subject over which they have decision making responsibility.

IF REQUESTED THREE (3) DAYS PRIOR TO THE MEETING, A SIGN LANGUAGE INTERPRETER WILL BE MADE AVAILABLE AT NO CHARGE.

MEETING ACCESS INFORMATION:

You can access this meeting by one of three methods: from your telephone, computer, or by an app. Instructions are below.

To access the meeting by telephone:

1. Dial 1-312-626-6799
2. When prompted, enter Meeting ID 234 605 4161 followed by #
3. When prompted, enter Password 54130 followed by #

To access the meeting by computer:

1. Go to <http://www.zoom.us>
2. Click the blue link in the upper right hand side that says Join a Meeting
3. Enter Meeting ID 234 605 4161
4. Enter Password 54130
5. Allow Zoom to access your microphone or camera if you wish to speak during the meeting

To access the meeting by smartphone or tablet:

1. Download the free Zoom app to your device
2. Click the blue button that says Join a Meeting
3. Enter Meeting ID 234 605 4161
4. Enter Password 54130
5. Allow the app to access your microphone or camera if you wish to speak during the meeting

Members of the public will be muted unless there is an agenda item that allows for public comment or if a motion is made to open the floor to public comment.

2026 Personnel Budget Item Preview

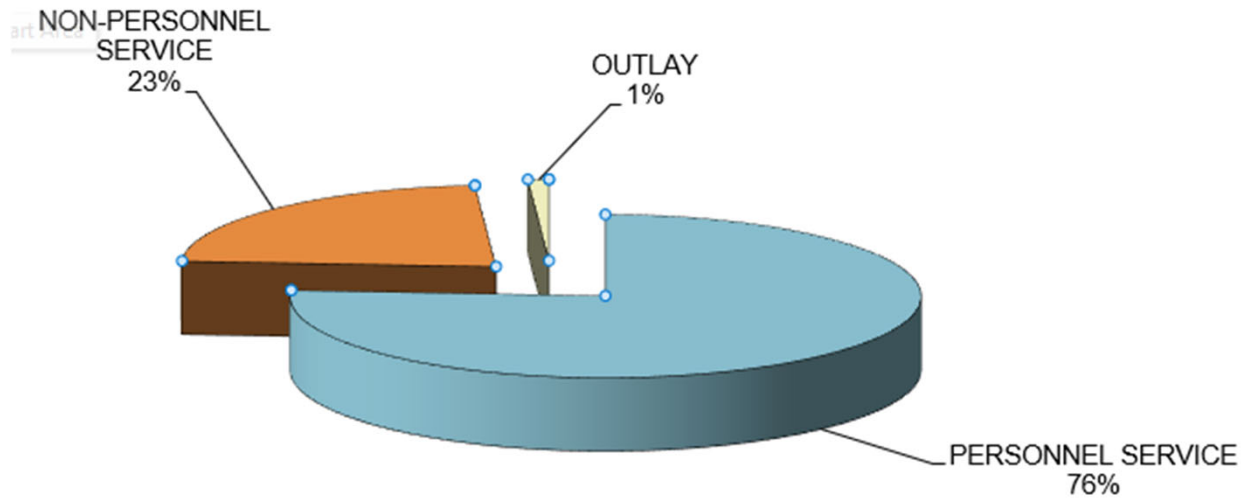


Budget Calendar

October							November						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
			1	2	3	4							1
5	6	7	8	9	10	11	2	3	4	5	6	7	8
12	13	14	15	16	17	18	9	10	11	12	13	14	15
19	20	21	22	23	24	25	16	17	18	19	20	21	22
26	27	28	29	30	31		23	24	25	26	27	28	29
30													

- Week of October 27th – Print Budget Books and Distribute
- November 10th – Proposed Budget Presentation to Committee of the Whole at 6:00pm
- November 18th – Public Hear and Budget Adoption

2026 Budgeted General Fund Expenditures by Type



Personnel 2026 Budget Preview

Expense Category	2025 BUDGET	2026 BUDGET	\$ Diff	% Diff
Total Personnel	\$14,940,275	\$15,736,245	\$795,970	5.3%

What are Personnel Items

Benefits

1. Group Health Insurance
2. Retirement Plan
3. Social Security
4. Residency
5. Workers Compensation
6. Group Life Insurance

Salary and Wages

1. Regular Payroll
2. Holiday Pay
3. Longevity (Unions)
4. Job Class Premium Pay
5. Shift Premium Pay
6. Merit Incentive
7. Temporary Payroll
8. Overtime Pay

Larger Variances

- The tables to the right are showing any large variances +/- from 2025 to 2026 budget by category

	2025 Budget	2026 Budget	\$ Diff	% Diff
Regular Payroll	\$8,824,937	\$9,434,992	\$610,055	6.9%
Holiday Pay	\$217,281	\$242,170	\$24,889	11.5%
Longevity Pay	\$0	\$4,485	\$4,485	0.0%
Job Class Premium Pay	\$7,485	\$8,400	\$915	12.2%
Overtime Pay	\$245,000	\$245,000	\$0	0.0%
Shift Premium Pay	\$700	\$700	\$0	0.0%
Merit Incentives	\$16,000	\$0	-\$16,000	-100.0%
Temporary Payroll	\$509,434	\$479,755	-\$29,679	-5.8%

	2025 Budget	2026 Budget	\$ Diff	% Diff
Group Health Insurance	\$3,005,060	\$3,089,779	\$84,719	2.8%
Retirement Plan	\$1,107,714	\$1,177,331	\$69,617	6.3%
Social Security	\$575,062	\$606,393	\$31,331	5.4%
Residency	\$207,677	\$219,277	\$11,600	5.6%
Workers Compensation	\$213,181	\$216,096	\$2,915	1.4%
Group Life Insurance	\$10,744	\$11,867	\$1,123	10.5%

Wages

Significant Changes

New/Reclassified Positions

- Human Resource Coordinator
- Account Specialist AR moving to FT
- Assistant Library Director
- Parks Foreman

Wages Continued

Recreation & Pool

- Dance is now included in Youth Sports rather than own department
- Job titles are consolidated
- Wage adjustments for season not mirroring the regular staff scale adjustment

Wage scale cost of living adjustment of 3.5%

Adjusted Pay Schedule to be consistent from step to step at 2.25%

Holiday Pay

Holiday Pay is for both Fire and Police Union Members



Key Departments with Notable Changes

Fire Department
+\$18,506

Police Department
+\$6,383

Temporary Payroll Decrease

■ Significant Decreases

<u>Department</u>	<u>2025 Temp Payroll</u>	<u>2026 Temp Payroll</u>	<u>Change</u>
Dance Classes	\$28,264	\$0	-\$28,264
Street Maintenance	\$112,152	\$107,358	-\$4,794
Adult Programs	\$30,670	\$27,120	-\$3,550

■ Significant Increases

- Swimming Pool \$8,718
- Youth Programs \$7,684

Group Health Insurance

- City offers ten (10) different health plans through the State (Employee Trust Fund)
- All plans had a range of 9%-13% increase in premiums
- Overall plan mix had an 8% increase in premiums
- Overall Cost increase is budgeted at 2.8%
- Budgeting for the unknowns
 - New or Vacant positions don't have previous year as benchmark
 - Budgeting these positions for family plan to cover potential cost
 - Human Resource Coordinator
 - Assistant Library Director
 - Street Park Foreman



Residency

- The City provides a 6% of salary in residency incentive for those employee's who live within the city corporate limits.
- The city capped this overall benefit to an aggregate of \$250,000. If the City reaches this amount, it will then adjust the overall percentage by employee of the incentive to stay within that total amount.
- The City is at \$219,000 in the 2026 budget
- Budgeting for the unknowns
 - New or Vacant positions don't have previous year as benchmark
 - Budgeting these positions to cover potential cost
 - Human Resource Coordinator
 - Assistant Library Director
 - Street Park Foreman

Retirement

- The City participates in the Wisconsin Retirement System (WRS).
- The City has 4 category classes within the system in which 2 had a slight increase and 2 had slight decreases.
- Most City employees eligible are in the General Category. These are employees who work at least 1,200 hours
- With this being tied to wages, it fluctuates the same direction as overall wages.

Category	2025	2026	% Diff
WRS General	6.95%	7.20%	0.25%
WRS Elected	6.95%	7.20%	0.25%
WRS Protective with SS (police)	15.01%	14.80%	-0.21%
WRS Protective W/O SS (fire)	19.01%	18.60%	-0.41%

Social Security

- Social Security is also tied to wages, which too will fluctuate the same direction as overall wages
 - Larger Increases include:
 - Police Department
 - New Positions
 - Decreases Include:
 - Fire Department
- New Positions making up some of the increase
 - Human Resource Coordinator
 - Converting Accounting Specialist to Full Time
 - Assistant Library Director
 - Park Foreman

Noteworthy Items

Retiree health benefit usage and cost increase

- 24 Participants (2 more than last year)
- 2026 is budgeted to increase of \$19,539 over 2025 budget



Foundation Grant for Environmental Center is included again this year



Removed Merit Incentive

New Personnel Additions

Name (print)

Signature

Human Resources Coordinator

Overview:

- Expands HR capacity to support citywide staffing, compliance, and employee engagement.
- Addresses workload that has become unsustainable for a single HR staff member.
- Builds continuity and resilience in critical HR operations and initiatives.

Strategic Alignment:

- Supports the City's People Management Plan through standardized processes and consistent communication.
- Enables proactive management of compensation, performance, and recruitment efforts.
- Advances employee engagement and organizational development priorities.

Operational Benefits:

- Improves turnaround time for employee services and data management.
- Reduces reliance on external consultants for HR projects.
- Provides capacity for safety planning, training, and policy improvement.

Accounting Specialist – AR (Full-Time Conversion)

Overview:

- Current AR role is part-time; workload has expanded with system upgrades and new billing processes.
- Converting to full-time ensures continuity and accuracy across all City funds and utilities.
- Supports Finance and Clerk teams by strengthening internal controls and reducing manual entry.

Strategic Alignment:

- Advances the City's Financial Responsibility and Operational Excellence goals.
- Supports modernization efforts in NetSuite and Paycor, improving efficiency and audit readiness.

Operational Benefits:

- Faster turnaround for accounts receivable, deposits, billing, and reconciliations.
- Improves coverage for cross-training and internal controls.
- Reduces reliance on overtime or temporary help during peak seasons.

Assistant Library Director

Overview:

- Supports growing service demands, programming, and technology at the Library.
- Expands leadership capacity to manage staff, public services, and strategic initiatives.
- Ensures continuity and depth of management as the Library evolves and expands community impact.

Strategic Alignment:

- Advances Quality of Life and Community of Choice priorities from the City's Strategic Plan.
- Strengthens community engagement, literacy, and access to information.
- Provides leadership for future facility planning and modernization.

Operational Benefits:

- Enhances management support for library staff and operations.
- Improves consistency in service delivery and program quality.
- Increases administrative capacity for grants, partnerships, and reporting.

Park Foreman

Overview:

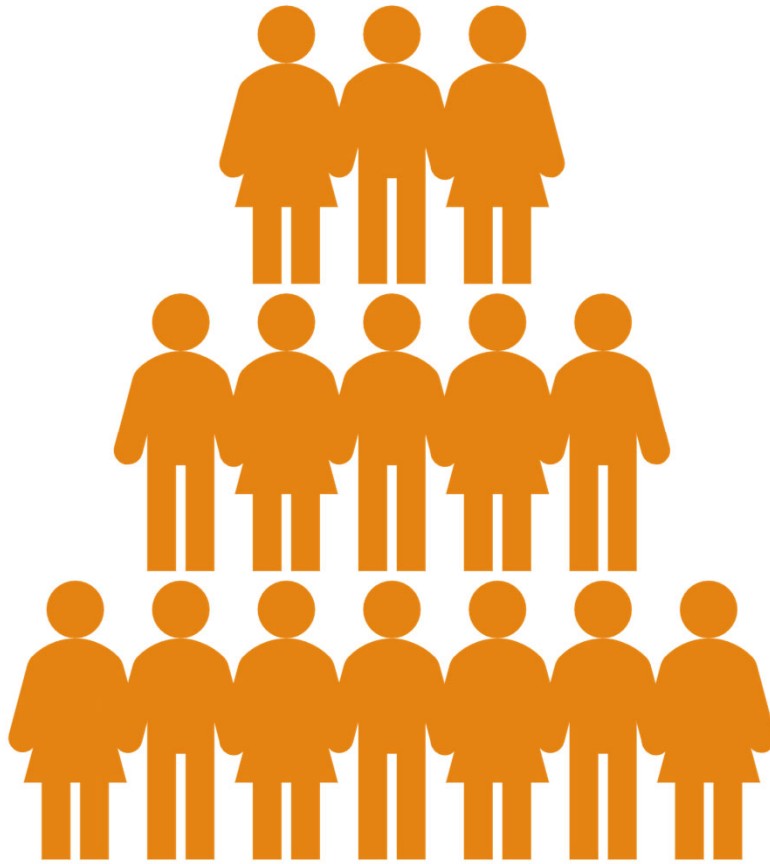
- Expands focus on parks, trails, and facilities as the City continues to grow.
- Provides dedicated oversight for maintenance, events, and contractor coordination.
- Addresses the increasing number of facilities, park assets, and stormwater ponds.

Strategic Alignment:

- Advances Community of Choice objectives by maintaining high-quality parks and open spaces.
- Supports City investments in recreation and facility management to sustain community appeal.
- Aligns with the strategic plan to optimize service contracts and interdepartmental efficiency.

Operational Benefits:

- Provides leadership for the parks team and coordination of maintenance schedules.
- Frees up Street Foreman for construction and infrastructure priorities.
- Enhances public service through improved facility upkeep, event support, and safety.



City Organizational Chart

The next page will have the organizational Chart of City Staff.

Color Coding Legend

Pink: Indicates department heads or managers

Blue: Represents positions that are currently filled

Green: Marks new roles included in the budget

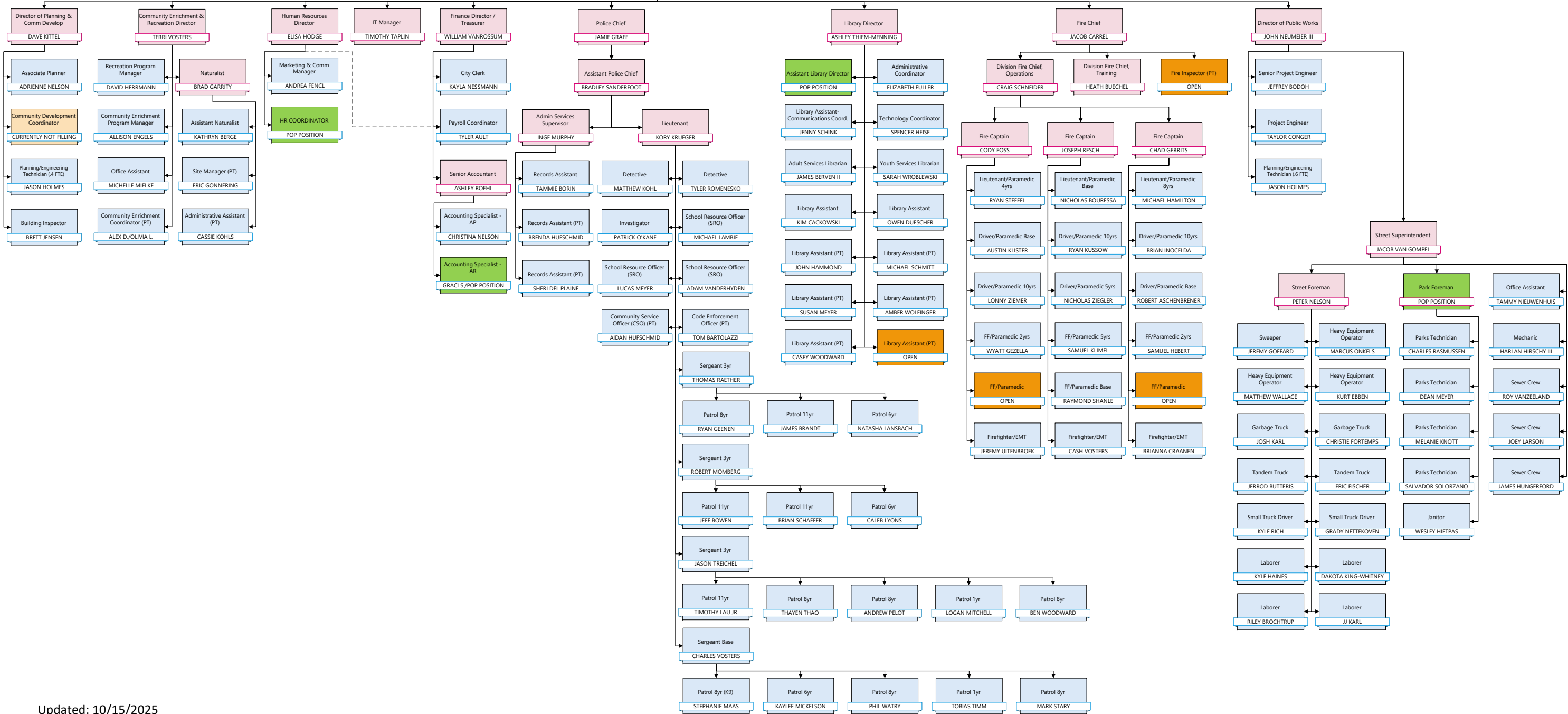
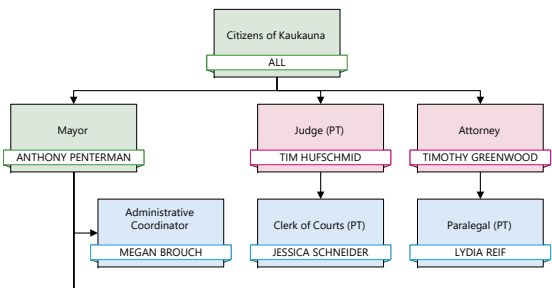
Dark Orange: Shows open positions that are actively being recruited

Light Orange: Highlights open positions that are not planned to be filled at this time

CITY OF KAUKAUNA

CURRENT ORG CHART

134 Employees (117 FT/17 PT)
4 Open Positions
4 POP Positions



Updated: 10/15/2025

Personnel By Area Handout

NEXT PAGE CONTAINS
EXPENSE TYPE BY AREA



CITY OF KAUKAUNA

2026 BUDGET

GENERAL FUND

SUMMARY OF EXPENDITURES BY TYPE - **NON-COVERED SERVICES**

DESCRIPTION	PERSONNEL SERVICES
GENERAL GOVERNMENT	
Assessment	150
Auditing Services	-
City Attorney	217,234
City Clerk	246,024
Commissioners	4,572
Common Council	45,115
Community Enrichment	271,239
Elections	25,750
Finance	461,173
Human Resources	371,430
Information Technology	143,433
Mayor	228,800
Municipal Service Building	-
Municipal Judge	64,867
Mailroom & Supplies	-
Planning/Community Development	257,770
SPAR Building Maintenance	-
TOTAL GENERAL GOVERNMENT	2,337,557
PUBLIC SAFETY	
Ambulance	-
Building Inspection	150,109
Police	4,191,937
School Patrol	66,000
TOTAL PUBLIC SAFETY	4,408,046
HEALTH & SOCIAL SERVICES	
Alcohol & Other Drug Awareness	-
TOTAL HEALTH & SOCIAL SERVICES	-
TRANSPORTATION	
Bridge Maintenance	-
Bus Subsidies	-
Engineering	523,552
Equip Maintenance & Replacement	-
Forestry	-
Street Department Administration	221,295
Street Lighting	-
Street Maintenance	2,439,930
Street Signs & Markers	-
Traffic Controls	-
Weed Control	-
TOTAL TRANSPORTATION	3,184,777

CITY OF KAUKAUNA

2026 BUDGET

GENERAL FUND

SUMMARY OF EXPENDITURES BY TYPE - **NON-COVERED SERVICES**

DESCRIPTION	PERSONNEL SERVICES
COMMUNITY ENRICHMENT	
Adult Sports	97,482
Athletic Field	-
Civic Promotions	-
Community Center	-
Dance Classes	-
Grignon Mansion	-
Library	991,259
Swimming Pool	285,487
Youth Sports	119,666
TOTAL COMMUNITY ENRICHMENT	1,493,894
CONSERVATION & DEVELOPMENT OF NATURAL RESOURCES	
Parks	-
1000 Islands Environmental Center	271,310
TOTAL CONSERVATION	271,310
OTHER	
Health Insurance	518,520
Property & Liability Insurance	-
Earmarked Funding - Staffing Assessment	-
TOTAL OTHER	518,520
Contingent Expenditures	-
Transfer to Debt Service	-
SUB-TOTAL NON-COVERED SERVICES	12,214,104

CITY OF KAUKAUNA

2026 BUDGET
GENERAL FUNDSUMMARY OF EXPENDITURES BY TYPE - **COVERED SERVICES**

<i>DESCRIPTION</i>	<i>PERSONNEL SERVICES</i>
PUBLIC SAFETY	
Fire	3,522,141
Fire Safety	-
TOTAL PUBLIC SAFETY	3,522,141
TRANSPORTATION	
Snow & Ice Removal	-
TOTAL TRANSPORTATION	-
SANITATION	
Refuse Collection	-
Refuse Disposal	-
TOTAL SANITATION	-
SUB-TOTAL COVERED SERVICES	3,522,141
TOTAL EXPENDITURES	15,736,245



MEMO

Department

To: Finance and Personnel
From: Finance Director Van Rossum and Human Resources Director Hodge
Date: 10/20/2025
Re: 2026 People Operation Plan Job Descriptions and Request material

Background information:

During the presentation of the 2026 People and Operational Plan on September 2, 2025, the Committee requested that staff provide the job descriptions and supporting materials for all position requests included in the 2026 Plan. The attached packet includes this information for all positions that were recommended and incorporated into the 2026 budget, as well as for those that were reviewed but ultimately not being included in the proposed budget.

This follow-up is provided for reference and transparency to ensure the Committee has complete documentation of the staffing requests that were evaluated as part of the 2026 budget process. No additional discussion or action is required unless the Committee has specific questions regarding the positions that were requested versus those that were approved for funding.

Strategic Plan:

The People and Operational Plan directly support the City's Strategic Plan by aligning staffing levels and organizational structure with the City's long-term goals of efficient service delivery, fiscal responsibility, and employee development. Each position request was reviewed for its alignment to strategic priorities such as enhancing customer service, improving operational efficiency, and supporting sustainable growth as well as addressing risks to the city.

Budget:

Four of the Five initial recommended positions are reflected in the 2026 proposed budget for consideration. Positions that were reviewed but not included in the 2026 budget are provided for informational purposes only and do not carry any financial impact at this time.

If the Committee wishes to make changes to these recommendations, staff can adjust the proposed budget prior to the November 10, 2025, budget deliberation meeting or the November 18, 2025, public hearing.

Staff Recommended Action:

No further action is necessary unless the Committee wishes to discuss specific positions or reconsider staffing levels in future planning efforts or the 2026 budget cycle.



Building Our Team for Tomorrow

The 2026 Vision & Talent Lookbook

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 Administrative Assistant – Fire Department46

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People and Operational Plan Position Requests for 2026 Budget

Each department has identified elevated needs as we look to the future. In response, several have submitted position requests for the 2026 budget aimed at addressing specific challenges or gaps within their operations. To ensure a clear and consistent comparison, each request has been formatted using the same two-page summary template, outlining the rationale, impact, and alignment with strategic goals.

The goal of this process is to prioritize these requests in advance of the 2026 budget development cycle. Doing so allows us to match the most critical needs with available funding and ensures that decisions are made strategically rather than reactively.

Ultimately, this tool serves as a planning and discussion framework, one that supports long-term thinking, encourages alignment with the City of Kaukauna's strategic vision, and helps shape a team structure that best serves the community both now and into the future. Each area has support material for the items on the list of considerations. If you'd like additional information on any of the requests the department requesting such a position is able to provide more information.

People & Operational Plan 2026 Budget Request

Department: Library
 Submitted By: Ashley Thiem-Menning
 Date: July 21, 2025
 Position Title/Request: Assistant Director

Background & Justification:

In 2022, the Assistant Director resigned. Their exit interview cited unsustainable workload as a key reason—handling Assistant Director duties, overseeing Youth Services (without a Youth Services Librarian), and assisting with Communications needs. At the time, only two librarians—both in administrative roles—were also covering responsibilities of Youth and Adult Services, creating strain.

The Library Board reallocated the position's salary to hire a Youth Services Librarian and convert a part-time Communications role to full-time. This alleviated concerns regarding workload to move toward the reinstatement of the Assistant Director, as solely Assistant Director.

The position remains listed in the current budget books unfilled. As the Library moves forward with its long-range staffing plan, the Director remains the sole supervisor for a staff of more than 20. In contrast, other City departments—such as Police, Fire, and DPW—have multiple supervisory roles. Without an Assistant Director, no other staff can make administrative decisions when the Director is unavailable, despite the Library operating 61 hours per week and serving an average of 109,000 annual visitors.

Strategic Alignment:

This position enhances the Library's ability to deliver responsive programs, services, and outreach. It also supports community connection—Library door count is already up 5% from January to May 2025 over the previous year. This position also reduces the risk of burnout for the Library Director by sharing leadership responsibilities. Lastly, the position would improve internal support by adding a second supervisor available to both Library and City staff.

Hiring the position back aligns with goals around people management. Following analysis—including findings from the Assistant Director's 2022 exit interview—it was clear that the dual role of Assistant Director and de facto Youth Services Librarian was unsustainable.

This proposed structure supports a healthier work environment and stronger retention. It also enhances the Library's role in supporting a vibrant local economy by providing welcoming, literacy-rich spaces and free community resources.

Operational Benefit:

Adding this position significantly improves communication, culture, and workflow. With the Director currently responsible for all supervision, workload limits the ability to maintain regular staff coaching. A second supervisor ensures more frequent check-ins, better staff development, and more consistent procedures across the organization. An increase in staff also aligns with the Library Strategic Plan.

Risk of Not Funding

Currently, there is no formal designee with managerial authority to represent the Library at Board meetings, City or System Director meetings, or to handle tasks such as performance reviews, payroll, timesheet management, or operational decisions beyond the Director. The Director must personally respond to building issues during all 61 open hours each week.

This has affected the Director's ability to take meaningful time off from work. Even while on vacation or sick, staff reach out due to time-sensitive or incident-driven needs and there are deadlines that must be maintained regardless of vacation/sick status. At times, coverage gaps occur—affecting both internal operations and public service. For example, patron account issues requiring Director review often remain unresolved until their return.

Budget Impact:

The Assistant Director is a fulltime, salary position. Anticipated cost with benefits: \$138,450.

Alternatives Considered: The Library could transition the current Adult and Youth Services positions to Librarian II to add supervisory duties. However, this would increase their workloads without the additional support staff in place to help with programs, collections, and services in their respective department and would not alleviate the number of current direct reports for the Library Director.

Position Description

Job Title:	Assistant Library Director		
Department:	Library		
Reports To:	Library Director		
Supervises:	Library Staff		
Position #:		Revision Date:	September 17 th , 2025
Pay Grade:		FLSA:	Exempt

POSITION SUMMARY

Under supervision of the Library Director, the Assistant Director helps manage the library's daily operations, directs programming for all ages, supervises staff as assigned, develops the library collection, and provides administrative support as needed. The Assistant Director acts as the direct supervisor of the library in the absence of the Director. This position is expected to work a standard workweek of 37.5 hours and participate in various meetings and work-related functions outside the standard workweek.

PRIMARY RESPONSIBILITIES

- Assists the Library Director in recommending and preparing library policies and procedures.
- Supervises and trains library support staff, ensuring efficient and effective service delivery.
- Assists with the preparation of the annual budget and manages budget lines for programming, collections, and marketing.
- Serves as a public representative of the library, building partnerships with schools, community organizations, and other institutions.
- Develops and oversees programming for all ages, expands outreach opportunities, and coordinates library marketing efforts.
- Manages collection development, including material selection and subject area growth.
- Prepares monthly reports for the Library Board on library services and program effectiveness.
- Provides direct assistance to patrons in all areas of public service, including service desk duties as needed.
- Performs other duties as assigned.

REQUIRED QUALIFICATIONS

- Master of Library Science from an American Library Association institution
- A minimum of five (5) years' experience working in public libraries.

PREFERRED QUALIFICATIONS

- Strong understanding of public library principles, operations, and services.
- Ability to direct, supervise, and evaluate the work of others.
- Strong oral and written communication skills to lead teams and interact with the public.
- Ability to foster collaboration, resolve conflicts, and maintain a positive work environment.
- Excellent time management, prioritization, and the ability to handle multiple tasks and demands effectively.
- Skill in using computer software, managing electronic resources, and troubleshooting technical problems.
- Ten (10) hours of continuing education annually to maintain professional development.

PHYSICAL REQUIREMENTS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to sit and use hands to finger, handle, or feel. The employee is frequently required to talk or hear. The employee is required to stand and walk. The employee must regularly lift and/or move up to 50 pounds.

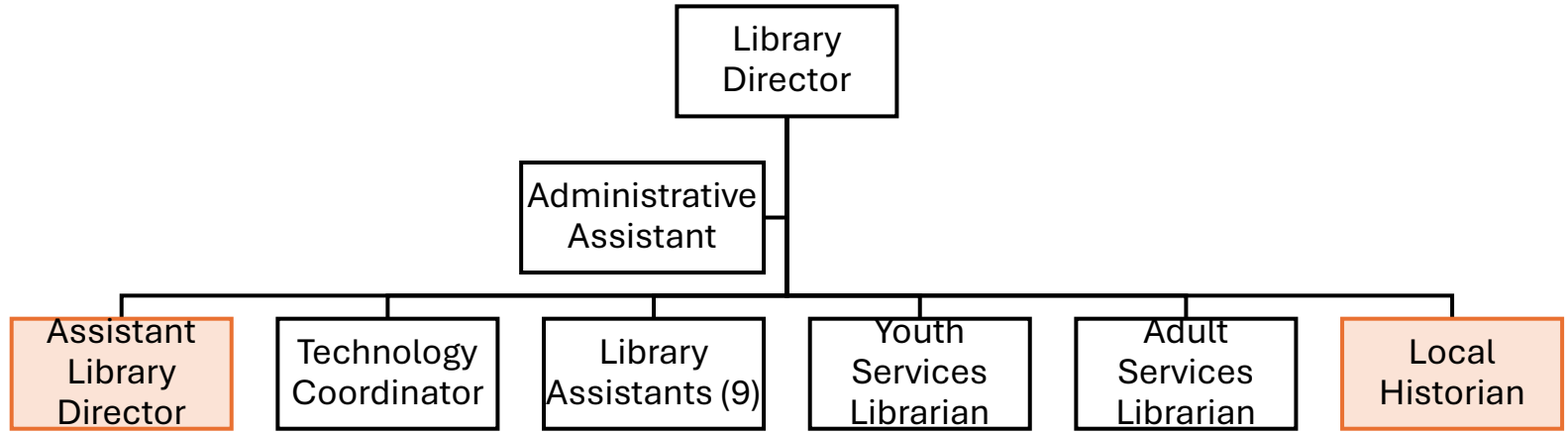
Specific vision abilities required by this job include close vision and the ability to adjust focus.

WORK ENVIRONMENT

While performing the duties of this job, the employee is occasionally exposed to fumes or airborne particles and the risk of electrical shock.

The noise level in the work environment is usually quiet to moderate.

Employee Acknowledgement: _____ Date: _____



People & Operational Plan 2026 Budget Request

Department: Public Works
 Submitted By: John W. Neumeier, Director of Public Works/City Engineer
 Date: 7/17/2025
 Position Title/Request: Parks and Facilities Subforeman

Background & Justification:

An increasing demand and focus on our parks and trails, both the number and size of our added buildings/facilities, and the growth of the city over the past several years has shown us the need to have staff that is more focused on our parks and facilities areas rather than utilizing only a mix of staff and only when available. The Parks and Facilities Subforeman will give the current infrastructure and the continuing growth of the same, the attention it needs to keep our new park improvements as an asset, to keep our new buildings looking and operating in good condition, to provide a steady contact point for various city department maintenance needs, facility management including coordinating contracted services, providing a single contact for park and facility maintenance, and in addition, providing a regular contact for sports groups, event organizers, and residents to host events in city parks and facilities. The position will also help coordinate maintenance of the over 50 city managed stormwater ponds and biofilters to help maintain municipal separate storm sewer system (MS4) compliance. The position looks to keep parks, facilities, and events, cores of our community while also providing some relief to other departments and positions.

The position would be responsible for daily oversight of the current Parks Department including four Park Tech positions, one extended/limited-term Seasonal Laborer, and all (nine currently) regular Seasonal Laborer positions. We also anticipate a small re-alignment where the one existing janitor/facilities position would fall under Parks and Facilities Subforeman. The current four Park Tech positions are recommended to be maintained, which means that an additional staff hire would be needed to fill the new position or backfill the current role from an internal promotion in a Grade 10 (Park tech or Laborer). This addition of one full-time employee (24 to 25) would be the first added position to the Street Department in over 40 years.

Strategic Alignment:

The Parks and Facilities Subforeman position will help make us a Community of Choice, by increasing public and park open space attendance as called for in the strategic plan; "In order to be a community of choice, we believe we need to continue to enhance our parks

and public open spaces.” We envision this need to include keeping all our public facilities in good condition and to better plan improvements to facilities and parks.

Operational Benefit: This position will provide reduced workload on the street foreman for scheduling and oversight, allowing more attention and tutoring for inexperienced newer staff, better management of daily/weekly jobs, increased availability for small construction and street maintenance projects, and provide better oversight of parks and seasonal labor. The current trial position has also taken the lead as contact for athletic clubs and some special events and would continue to develop that role, taking tasks from both Street Department management and Community Enrichment (Rec). Finally, the position will help develop the framework and SOP for purchasing and contractual services, leading to less time and coordination of these tasks by other department heads and efficiencies of grouping contracts for similar services.

Risk of Not Funding We see this position as a need for the existing size, trending growth, and strategic direction of the city. The question is not if we need additional staff focused on parks and facilities, but when we need the position to start. The recent and upcoming major investments into the parks system tell us the time is now. From a facilities side, we are seeing our “new” buildings being a decade old and starting to need more rehabilitation and replacement maintenance, not just regular upkeep and cleaning. From a strategic plan view, the efforts to optimize service contracts and find efficiencies across departments has traction but needs direction and a staff more focused on the task. If we do not add this or a similar position soon, we risk a backslide or a reduction in services.

Budget Impact: \$110,000 Proposed General Fund, Street Maintenance budget, plus additional requests as noted below. Some tasks could also be funded by Stormwater Utility.

- Cell reimbursement (\$25/month or as updated),
- Additional seat/license for Microsoft suite
- Add second Gator/Utility type vehicle (unrealized trade-in value of a 2011 Gator unit, estimated at \$5-8,000 currently planned in 2026)
- Future work truck (currently proposed to continue using/sharing truck #1 for one to two years. Possible addition of new fleet vehicle in 2028 could be \$45-55,000)

Alternatives Considered:

- 1) **No Change** – We see reduction in service and increase in stress in public works management as the city grows and assets increase in number but could lose value due to reduced maintenance over time.
- 2) **Temporary/Seasonal Subforeman Position** The current trial of a subforeman, has already shown to be beneficial, and included an increase in seasonal staff hours to help backfill regular daily tasks. However, it has not allowed for time or resources to address additional facilities related tasks as outlined in the job description, or to provide community involvement/volunteer programs, or to focus on larger administrative/planning tasks.

Position Description

Job Title:	Parks Foreman		
Department:	Public Works		
Reports To:	Street Superintendent		
Supervises:	Parks Technicians, Janitor/Facilities, and Seasonal Laborers		
Position #:		Revision Date:	September 22 nd , 2025
Pay Grade:		FLSA:	

POSITION SUMMARY

The Parks Foreman leads city-wide maintenance of parks, recreational facilities, and public spaces, ensuring safe, clean, and functional environments. This role manages crews, equipment, schedules, and event setups, while performing administrative, supervisory, and hands-on tasks. It supports coordination between the Street and Parks Department, public groups, and volunteer organizations.

PRIMARY RESPONSIBILITIES

- Serve as the primary contact for coordinating field and park maintenance, including responding to maintenance requests.
- Oversee inspections and upkeep of parks, playgrounds, lawns, landscaping, and planting areas across city properties.
- Direct forestry operations such as planting, weed control, and general tree care.
- Maintain and operate specialized equipment used in park and facility maintenance.
- Manage crews responsible for janitorial tasks, garbage removal, mowing, trimming, edging, and snow/ice removal.
- Supervise and schedule assigned staff, adjusting for absences and operational needs.
- Assist in hiring, training, and scheduling staff for maintenance roles.
- Coordinate setup and takedown of rentable spaces for events, festivals, and community programs in collaboration with Community Enrichment.
- Complete administrative tasks including recordkeeping, reporting, and procedural documentation.
- Liaise with other departments, public groups, and volunteers; oversee pest control, fertilization, and landscape/hardscape projects.
- Other duties as assigned.

REQUIRED QUALIFICATION

- High school diploma or equivalent; or any equivalent combination of education, training, and experience.
- Minimum of seven (7) years of progressive experience in public works (e.g., streets, sewers, parks, refuse collection, buildings, and grounds).
- Three (3) years of Park Technician experience related to bathroom/garbage, weed-trimming, mowing, edging sidewalks and curbs, weeding, trimming trees, etc.
- One (1) year of supervisor experience.
- Valid commercial driver's license with endorsements in the State of Wisconsin.

PREFERRED QUALIFICATIONS

- Basic knowledge of horticulture, landscaping, grounds maintenance, and building systems repair—including carpentry, plumbing, and electrical—with proficiency in hand tool use, chemical safety, and adherence to safe work practices across diverse environmental conditions.
- Familiarity with laws and regulations relevant to Streets and Parks Department operations.
- Ability to plan, organize, and supervise staff
- Ability to organize, prioritize, and manage daily work assignments and the ability to work under pressure.
- Strong communication skills, both verbal and written, to develop and maintain effective public and employee relations.
- Ability to use Microsoft Office (Excel, Word, and database applications).
- Commercial Pesticide Applicator Certification
- Aquatic Facility Operator Certification

PHYSICAL REQUIREMENTS

The physical requirements of this position include the ability to walk, stand, and sit for extended durations, as well as occasionally bend, kneel, or squat to perform essential job functions. The role involves lifting and carrying objects ranging from 5 to 60 pounds and requires the capacity to work in diverse environmental conditions, including exposure to varying temperatures and weather.

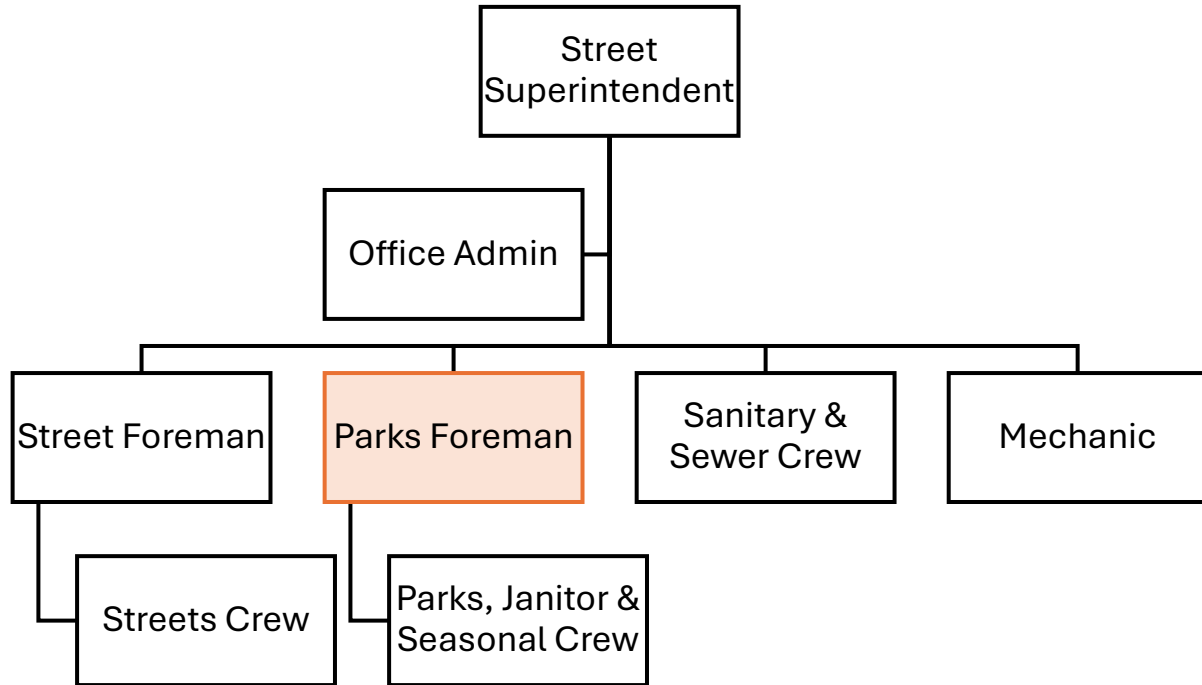
WORK ENVIRONMENT

The work environment for this position involves exposure to both indoor and outdoor conditions, including extreme temperatures, inclement weather, and uneven terrain. Tasks may

be performed near moving equipment, chemicals, herbicides, and other potentially hazardous materials. The role requires strict adherence to safety protocols, use of personal protective equipment when applicable, and awareness of occupational hazards to ensure a safe and compliant working environment. This position does have extra-time requirements as well as on-call responsibilities. Additionally, this position is the 24-hour third point of contact, behind the Street Superintendent and Street Foreman.

Employee Acknowledgement: _____ Date: _____

The above statements reflect the general details necessary to describe the principal functions of the position but should not be construed as a detailed description of all possible work functions and requirements that may be possible in the job.



People & Operational Plan 2026 Budget Request

Department: Human Resources (Communication)
 Submitted By: Andrea Fencel
 Date: 7.15.2025
 Position Title/Request: Social Media Specialist

Background & Justification: Not only does social media act as a channel for us to communicate updates and news to our community, it provides other benefits such as: increased brand visibility, free or low-cost marketing, job recruiting, helps build trust in local government, and gives us the opportunity to showcase services.

Our social media posts primarily consist of general updates, holidays, some recognition days, and job opportunities. This has allowed us to have a constant presence on social, however if we want to fully reap the other benefits mentioned above, we will need someone who is dedicated to crafting creative posts that capture people's attention, educate, and entertain.

Currently the Administrative Coordinator assists the Marketing and Communications Manager with managing the City Hall Facebook profile. The Marketing and Communications Manager primarily manages the City Hall Facebook and Instagram profiles. Several people including the Community Enrichment Coordinators and the Recreation Administrative Coordinator manage the various Community Enrichment & Recreation profiles (with the help of the Marketing and Communications Manager). Social media is not their main job duty and having 4+ people involved slows efficiencies and creates missed opportunities. Ideally the Social Media Specialist would be responsible for the management of City Hall's three main accounts and will provide additional support to Community Enrichment and Recreation for their event pages and feature posts. Specific duties would include content creation, scheduling and posting, audience engagement, social listening, analytics and monitoring, social media advertising, and strategy development (with the assistance of the Marketing and Communications Manager).

Strategic Alignment: By enhancing our external communication, different platforms have the ability to build on other aspects of our strategic plan:

- Advance our Community of Choice with Facebook and Instagram
 - Updating the public in times of crisis helps promote a safe community
 - Highlighting city services to build trust and public advocacy online
 - Promoting our parks and public spaces helps increase attendance

- Promoting growth and development opportunities brings more growth and development opportunities, creating a vibrant economy for all who live, work and play in Kaukauna
- Advance our People Management Plan with LinkedIn
 - Marketing open positions, workplace culture, benefits, and building up the reputation as a great place to work advances our recruiting plan.

Operational Benefit: Having a Social Media Specialist will begin to centralize our communication efforts to one area/department. This will lead to more cohesive messaging. This position will also allow us to better highlight the city's services, creating more trust and public advocacy for the city. This will also allow the Marketing and Communications Manager to focus on other aspects of the position such as strategic plan items, updating and maintaining the website (including form and PDF remediation to be web accessible to WCAG AA standards by the 2027 deadline, and merging the 1000 Islands website), updating/maintaining content for the intranet, creating more frequent press releases, etc.

Risk of Not Funding: The city may not be fully web-compliant with our forms and PDFs by 2027, which could lead to the city being sued. Longer wait times on website updates and mergers. Some high-level social media strategy items not being realized such as further showcasing city services, video content, and more involved recruitment tactics. Missed out revenue from increased tourism, difficulty recruiting.

Budget Impact: Average salary for a full-time Social Media Specialist in Wisconsin is \$57,553. If you add the full benefits package, the total would be \$85,553. These funds would come from the General Fund levy.

Alternatives Considered: As mentioned, the Administrative Coordinator assists with managing the City Hall Facebook profile. This does not account for the City Hall Facebook profile nor Instagram profile. The Community Enrichment Coordinators and Recreation Administrative Coordinator manage the various Community Enrichment & Recreation profiles. Social media is not their main job duty and having 4+ people involved slows efficiencies and creates missed opportunities.

A social media management tool has been implemented to help increase efficiency for City Hall, Library, and Recreation. This has helped multiple departments with managing posts, however, this does not impact content strategy nor creation.

We could invest in digital tools to help prepare the city for WCAG AA web compliance standards for 2027 so it isn't a manual process. I've obtained a quote for several tools, and will be looking into additional options: Approximate total cost: \$26,570 for the first year, with an annual recurring service cost of \$21,570 (plus an annual 5% increase beginning the second year).

Position Description

Job Title:	Social Media Specialist		
Department:	HR/Communications		
Reports To:	Marketing and Communications Manager		
Supervises:	None		
Position #:		Revision Date:	September 17 th , 2025
Pay Grade:		FLSA:	

POSITION SUMMARY

The Social Media Specialist creates and manages content to support marketing goals, runs ad campaigns, analyzes performance, and engages with the public. Requires an associate's degree and experience with social media tools and design. They collaborate across departments to ensure messaging aligns with broader strategies. Strong writing, design, and data interpretation skills are key to success in this role.

PRIMARY RESPONSIBILITIES

- Design graphics, produce videos, photograph events, and write captions.
- Research relevant topics and engage with the public to inform content.
- Schedule and publish posts to align with communication strategies.
- Collaborate with the Marketing and Communications Manager and department leaders to integrate social media into broader marketing plans.
- Respond to comments and messages with professionalism and empathy.
- Share inquiries with appropriate departments when answers are unknown.
- Create and manage boosted posts and targeted ad campaigns for recruitment and event promotion.
- Monitor community groups and postings to identify concerns, engagement opportunities, and competitive insights.
- Review social media metrics quarterly to evaluate performance and guide improvements.
- Other duties as assigned.

REQUIRED QUALIFICATIONS

- Two (2) year Associate's Degree in graphic design, marketing, communications, journalism, or a related field

- One (1) year of work experience in graphic design, marketing, communications, journalism, or a related field.

PREFERRED QUALIFICATIONS

- Proficiency in graphic design tools and video editing software (e.g., Canva).
- Familiarity with social media management tools (e.g., Sprout Social).
- Strong writing skills with the ability to craft engaging, on-brand messaging across platforms.
- Ability to interpret analytics and translate data into actionable insights.
- Knowledge of current social media trends, algorithms, and best practices.
- Excellent interpersonal and customer service skills, especially in online engagement.
- Comfortable working collaboratively across departments and with leadership.
- Ability to manage multiple projects and deadlines in a fast-paced environment.

PHYSICAL REQUIREMENTS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to sit and use hands to finger, handle, or feel. The employee is frequently required to talk or hear. The employee is occasionally required to stand and walk. The employee must occasionally lift and/or move up to 25 pounds.

Specific vision abilities required by this job include close vision and the ability to adjust focus.

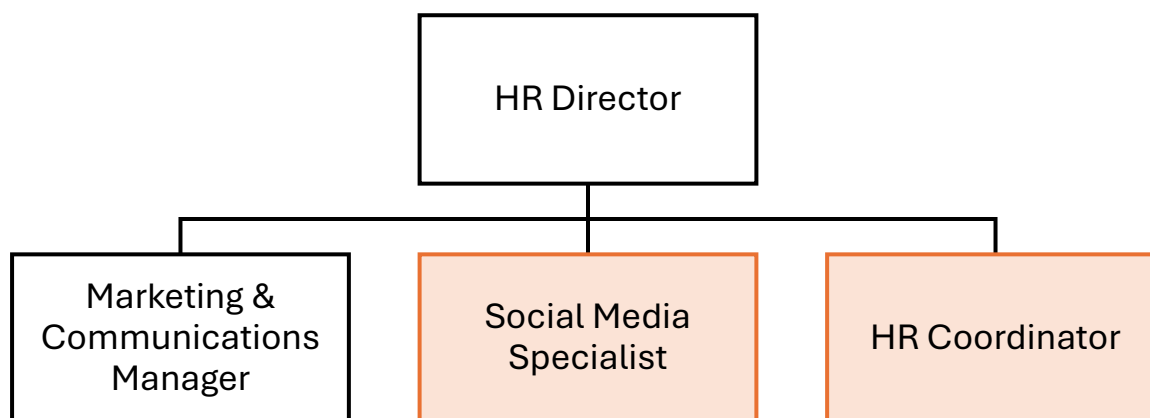
WORK ENVIRONMENT

While performing the duties of this job, the employee is occasionally exposed to fumes or airborne particles and the risk of electrical shock.

The noise level in the work environment is usually quiet to moderate.

Employee Acknowledgement: _____ Date: _____

The above statements reflect the general details necessary to describe the principal functions of the position but should not be construed as a detailed description of all possible work functions and requirements that may be possible in the job.



People & Operational Plan 2026 Budget Request

Department: Human Resources
 Submitted By: Elisa Hodge, HR Director
 Date: 7/17/2025
 Position Title/Request: HR Coordinator

Background & Justification:

The human resources [HR] function consists of several functional areas in a department of one person. Previously, the payroll position was payroll and human resources, and reported to the HR Director. When this position was changed to report into Finance, it reduced the experienced knowledge within the HR function to only one person. With the number of departments, locations, processes, and employees who, in some cases, are working evenings, weekends, overnight, and holidays, the volume of work within HR is unsustainable by one person. Timely responses, initiatives, management of manual processes, and maintaining compliance are all put at risk by continuing the staffing of HR with only a single person. The summer HR Intern was able to assist in catching up on filing, record retention, and organization that otherwise are not adequately maintained due to prioritizing employees and servicing those questions and processes.

Strategic Alignment:

"Create a People Management Plan"—developing the processes and procedures for standardized staffing assessments, regular and routine compensation review, performance management, targeting recruiting plans for hard-to-fill positions, and creating an employee engagement plan all need dedicated time and attention. The current workload does not allow for those projects while maintaining the day-to-day operational needs of employees.

Operational Benefit:

The addition of an HR Coordinator would increase turnaround times for employee services and processes and would allow time for projects that increase employee satisfaction to be completed. The previous HR Director noted in 2023 that the staffing level of HR did not allow for all activities to be sufficiently completed to avoid burnout, missing deadlines, or not being able to act on making progress with initiatives and improvements that have been asked for by departments and employees.

The previous HR Director had to engage with consultants on projects such as the performance management restructuring, compensation evaluation, and employee handbook

updates. These costs will again be necessary for future maintenance if the staffing remains at one person.

Risk of Not Funding

The risk of not adding additional staffing to HR is the extra costs of future consultants to address projects that cannot be completed internally due to a lack of resources. There is an increased risk of delays in processing the manual updates to benefits, recruiting, employee data, open enrollment, compensation planning, and performance management. Safety planning, training, and process improvement projects lack attention and prioritization without additional staffing resources for HR.

Budget Impact: Funding for this position would come from the General Fund levy, with an estimated annual cost of \$87,000, including full benefits. This would be an ongoing expense. Since 2022, the City has spent approximately \$58,800 on contracted HR support and special projects such as the compensation study and performance evaluation framework. Bringing these responsibilities in-house would reduce reliance on outside consultants and result in cost savings over time.

Alternatives Considered:

A summer HR Intern was used for 2025 and was useful in catching up on the basics of filing and cleaning up documents. This is a very short-term solution for the most basic administrative tasks that occur year-round. These types of tasks will fall to the side again during the “school year” when there isn’t the capacity.

The Payroll Coordinator assists with some HR activities but reports into Finance and is classified as exempt. Placing the administrative HR functions more on the Payroll Coordinator would likely end up reducing the classification to non-exempt and re-evaluating the compensation for the position. A job analysis of the work in Finance/Accounting is being reviewed for where processes and functions should sit with the different positions. The risk of having the Payroll Coordinator take on more of the HR actions, such as job and pay changes, is that segregation of duties is not taken into account for the appropriate checks and balances. Support from the Payroll position is helpful, but does not have sufficient capacity or expertise within HR to drive the projects, manage the processes and enhancements, or to take on the volume of supporting administrative tasks within the HR function under the HR Director.

At a minimum though, if a full-time HR Coordinator is not able to be approved for the next year’s budget, continuing the HR Intern for summer 2026 will be requested.

Position Description

Job Title:	HR Coordinator		
Department:	Human Resources		
Reports To:	HR Director		
Supervises:	n/a		
Position #:		Revision Date:	8/2025
Pay Grade:		FLSA:	Non-Exempt

POSITION SUMMARY

Under the direction of the Human Resource Director, the Human Resources Coordinator provides the best possible administrative and technical assistance in support of human resources, following company policies and procedures.

PRIMARY RESPONSIBILITIES

- Coordinate recruitments through managing job postings, communicating with hiring managers and applicants to schedule interviews, conduct phone screenings, pre-employment requirements, and drafting job offers.
- Coordinate the employment process, including onboarding and ensuring the accurate and timely completion of all required new employee paperwork and its entry into the HR system.
- Complete accurately and according to schedule, all required reports, such as compliance filing, injury logs, overage dependent benefit changes, residency, tuition reimbursement, benefit coverage, etc.
- Enter all automatic wage progression rate increases into the HR system.
- Update all employee changes in the system, such as pay changes, marital status, job transfer, reclassification, etc.
- Complete first report of injury forms, ensuring completeness and accuracy. Maintain the safety incident log. Distribute all required injury and insurance carrier reports and information to the appropriate persons. Follow up on all injuries with the employee and doctors. Organize and maintain all injury files accurately.
- Monitor the orientation period for new employees and schedule and conduct benefit meetings. Ensure new employees complete all benefit paperwork accurately and follow up on late paperwork. Process all completed paperwork according to procedures.
- Complete leave of absence paperwork. Track all leave of absence hours used. Manage necessary recertifications.
- Prepare retirement and COBRA paperwork for separating employees and dependents.

- Support and track open enrollment.
- Maintain job descriptions and necessary updates.
- Assist in conducting investigations, documenting results, and preparing communication.
- Coordinate research for competitive wages and benefits.
- Coordinate the performance management process including updating reviews, coordinating training with employees and managers, and monitoring completion rates within deadlines.
- Prepare job postings, letters, memos, correspondence, charts, graphs, etc., for the department and supervisors as needed. Schedule meetings, notifying attendees, and coordinating locations, etc.
- Continually manage HR documents to ensure forms, documents, policies, etc. remain up to date with current information and in standard format.
- Act as the technical resource to address and resolve inquiries and problems related to the human resources function.
- Verify employment of employees as requested. Follow up on all unemployment cases.
- Complete and maintain all required paperwork, records, documents, etc. and manage the appropriate record retention and destruction of documents according to policy.
- Follow and comply with all safety and work rules and regulations. Maintain departmental housekeeping standards.

QUALIFICATIONS

- Requires four years of high school and one to three years of related experience; or a combination of education and experience. An Associate's Degree in Human Resources or a related field is strongly preferred.
- Ability to read and interpret documents such as safety rules, employee policies and procedures, union contracts, handbooks, and benefit information. Ability to prepare routine reports and correspondence. Ability to communicate effectively with employees at all levels of the organization.
- Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to compute rate, ratio, and percent.
- Ability to apply common sense understanding to carry out instructions furnished in written, oral, or diagram form. Ability to deal with problems involving several concrete variables in standardized situations.

PHYSICAL REQUIREMENTS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to sit and use hands to finger, handle, or feel. The employee is frequently required to talk or hear. The employee is occasionally required to stand and walk. The employee must occasionally lift and/or move up to 10 pounds.

Specific vision abilities required by this job include close vision and the ability to adjust focus.

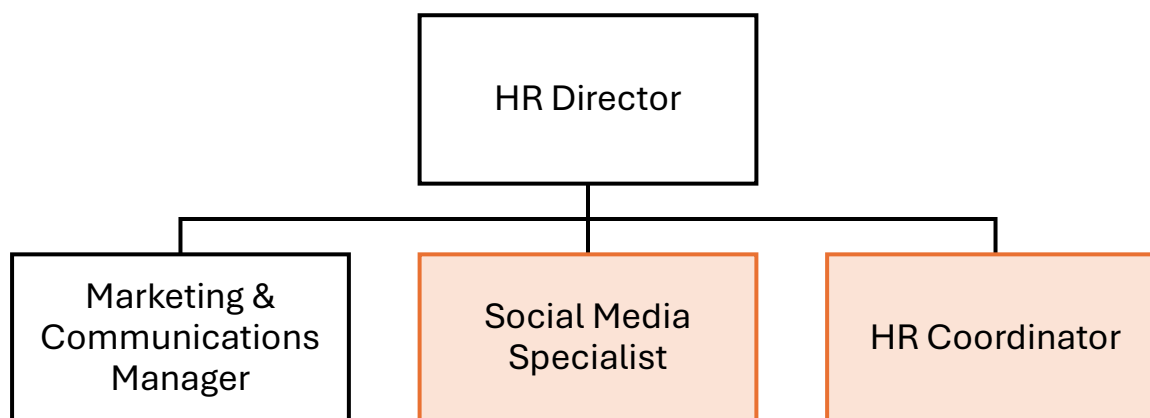
WORK ENVIRONMENT

While performing the duties of this job, the employee is occasionally exposed to fumes or airborne particles and the risk of electrical shock.

The noise level in the work environment is usually quiet to moderate.

Employee Acknowledgement: _____ Date: _____

The above statements reflect the general details necessary to describe the principal functions of the position, but should not be construed as a detailed description of all possible work functions and requirements that may be possible in the job.



People & Operational Plan 2026 Budget Request

Department: Planning and Community Development
 Submitted By: Dave Kittel
 Date: 7/17/2025
 Position Title/Request: Building Inspector

Background & Justification:

2Kaukauna is experiencing rapid growth, with over 1,100 new residents since 2020 and a surge in housing development. This has led to a significant increase in permit volume—over 1,000 annually—straining the city's lone inspector and requiring costly contracted services. A second full-time inspector would improve service, support code enforcement, reduce reliance on contractors, and ensure continuity during staff transitions. A 2021 study also recommended this addition to align with peer communities and maintain service quality.

Strategic Alignment:

This staffing request aligns with the Strategic Plan in the objective for improving Internal and External communication by providing the needed staff to respond to inquiries as quickly as possible. As well in creating a community of choice where one of the tactics is to increase the number of housing units by 120 each year, an additional inspector will support the review of the plans and inspections of new residential units in a timely fashion.

Operational Benefit:

A second inspector will allow our current inspector to focus on commercial licensing which will long-term assist in better service and reduce expenses in contracting. Increase in response to permit inquiries, ability to handle the increased inspection volume with new construction and overall growth of the municipality. Cross department benefits for storm water inspections and additional assistance with code enforcement as well. The additional position will then allow for Planning staff to focus more time on other efforts such as long-term planning, grants, economic development, ordinance review, floodplain management and new ideas to continue making Kaukauna a place people want to live, work and play in.

Risk of Not Funding

Not funding this position risks staff burnout and delays in service to residents and contractors. Over time, this could hinder development, as developers prefer municipalities that process permits efficiently. Missed or delayed inspections are another concern. If not completed within 48 hours, contractors may proceed without oversight, increasing the risk of costly rework. Additionally, the city lacks backup coverage if an inspector leaves, leaving inspections unstaffed during transitions. Adding a second position would reduce these risks, ensure service continuity, and support long-term development goals.

Budget Impact:

See below table for a financial breakdown on the additional positions:

Building Inspector Position Cost Estimator	
	Data
Pay Rate	
Hours per Week	
Salary	\$65,000.00
WRS	\$4,543.50
Social Security	\$4,972.50
Works Compensation	\$2,457.00
Residency Incentive	\$3,900.00
Health Insurance	\$28,000.00
Total City Cost to Hire	\$108,873.00

To help offset operating costs, funding will be partially supported through permit fees. A new fee schedule will be proposed for 2026, which includes adding fees to existing processes such as site plan reviews.

Hiring an additional inspector is expected to reduce long-term contracting expenses. In 2024, the City spent approximately **\$111,614.05** on contracted inspection services. Of this:

- **\$10,000** was for UDC inspections during staff vacations or periods of high demand.
- **\$50,000** was for basic structural commercial inspections.

By hiring an additional inspector, we could immediately save around **\$10,000** annually.

Further savings are expected as our current inspector finalizes certification for commercial inspections, potentially reducing contracted services by another **\$50,000**.

Some contracted services will still be necessary for specialized inspections (e.g., plumbing, electrical, HVAC). However, total savings could reach **\$60,000 annually** after the first year—offsetting roughly half the cost of a new inspector.

Additional revenue from fee adjustments could include:

- A new **\$500 site plan review fee**, generating approximately **\$2,500/year**.
- A **\$20 increase in deck permit fees**, generating about **\$400/year**.
- New permit requirements for paving/patios, estimated to bring in **\$600/year**.

In total, these fee changes could generate **\$3,500–\$5,000/year**, with potential for more pending a full fee review. Combined with reduced contracting costs, we

estimate **\$71,500/year** could be used to offset the cost of the new position over time with about **\$21,500** in the first year.

Alternatives Considered:

To manage workload, the city has implemented online permitting and scheduling tools, and planning staff have taken on additional responsibilities. While these measures have improved efficiency, they haven't fully addressed the strain. Staff remain overextended, and the city increasingly relies on costly and limited contracted inspection services. Ultimately, the workload is too much for one person to handle sustainably.

Position Description

Job Title:	Building Inspector		
Department:	Building Inspection		
Reports To:	Director of Planning and Community Development		
Supervises:	None		
Position #:	052	Revision Date:	June 19, 2025
Pay Grade:		FLSA:	Exempt

POSITION SUMMARY

The Building Inspector is responsible for enforcing the City's building and zoning codes by reviewing permit applications, issuing permits, conducting inspections, and granting occupancy approvals. This role holds municipal police authority to issue citations for code violations and land use-related infractions.

PRIMARY RESPONSIBILITIES

Details

- Serve as the City's primary commercial, commercial electrical, and residential building inspector.
- Review building plans and site submittals for compliance with all applicable local and state building codes and zoning ordinances.
- Inspect building construction for compliance with local zoning and state and local building codes, and issue occupancy permits where applicable.
- Support the Planning and Community Development Department with zoning and site plan review.
- Provide technical assistance to the City's Plan Commission, Business and Industrial Park Commission, Board of Appeals, Building Construction Board of Review, Fire Inspections, and Kaukauna Common Council.
- Assist the Fire Department with fire inspections and compliance/follow-up on Fire Code violations.
- Administer and conduct associated inspections of the Municipal Sign Ordinance.
- Monitor complaints and issue orders to ensure code compliance for public health, safety, and welfare.
- Provide liaison duties with county health officials regarding proper health code standards.
- Assists City departments with their annual budget.
- Perform other duties as assigned.

REQUIRED QUALIFICATIONS

- High school diploma or higher, with at least three years of experience in comprehensive building inspection across industrial, commercial, and residential sectors.
- Certified in all trades under the Uniform Dwelling Code (UDC), including construction, electrical, and HVAC, along with State of Wisconsin commercial and commercial electrical certifications.
- Strong knowledge of building codes, laws, ordinances, and regulations, as well as construction practices, methods, and equipment.
- Skilled in identifying code violations through detailed inspections.
- Proficient in reading and interpreting architectural plans and construction specifications.
- Capable of performing administrative tasks such as budgeting, recordkeeping, and reporting.
- Effective verbal and written communication skills for interacting with the public, staff, and responding to inquiries or complaints.
- Basic proficiency with computer programs, including Microsoft Office Suite.
- Must have a valid Wisconsin State Driver's License.

PREFERRED QUALIFICATIONS

- Ability to organize, prioritize, and manage daily work assignments and the ability to work under pressure.
- Ability to communicate both verbally and in writing to establish effective public and internal work relationships

PHYSICAL REQUIREMENTS

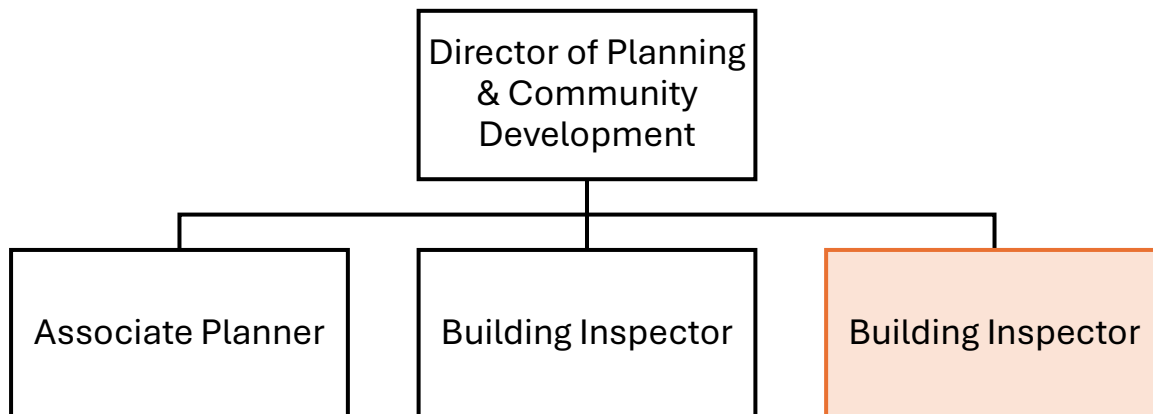
- Tolerance for working in varied weather conditions, including extreme heat or cold.
- Sufficient visual acuity to perform job duties accurately and safely.
- Ability to perform physical activities such as bending, kneeling, squatting, and climbing.
- Capability to stand and walk for extended periods.

WORK ENVIRONMENT

- Works both indoors and outdoors in various weather conditions.
- Regularly visits construction sites, including uneven terrain and partially completed structures.
- May encounter dust, noise, and other typical construction site hazards.

Employee Acknowledgement: _____ Date: _____

The above statements reflect the general details necessary to describe the principal functions of the position but should not be construed as a detailed description of all possible work functions and requirements that may be possible in the job.



People & Operational Plan 2026 Budget Request

Department: Finance and Clerk
 Submitted By: William Van Rossum
 Date: 07/18/2025
 Position Title/Request: Covert Accounting Specialist – AR to Full-time

Background & Justification: The City’s financial operations continue to grow in complexity, with increasing demands for analysis, compliance, and strategic insight. This request proposes expanding the existing part-time Accounting Specialist – Accounts Receivable role to a full-time position to better support these evolving needs.

Many City decisions, from budgeting to program implementation—would benefit from a deeper analysis of the data already being collected. With additional staff capacity, the Finance Department would be better positioned to provide timely, meaningful insights that help ensure taxpayer dollars are being used as effectively as possible.

As operations and staffing levels across departments have expanded, the support capacity within shared services has not kept pace. This expanded position would provide greater coverage during peak operational periods—such as elections and tax collection—while also enabling the department to conduct follow-up evaluations on past decisions to assess outcomes and identify improvement opportunities.

Strategic Alignment: This request supports multiple pillars of the City’s Strategic Plan, including Operational Excellence, Financial Stewardship, and Community Engagement. By expanding the Accounting Specialist – AR role to full-time, the City can enhance its internal controls, strengthen financial reporting, and improve data-driven decision-making. These improvements align with best practices for responsible government operations and promote long-term fiscal sustainability. The added capacity will also support transparency and accountability in how public funds are allocated, ultimately reinforcing public trust and confidence in City services.

Operational Benefit: Expanding this role to full-time will enhance the City's ability to deliver accurate, timely, and actionable financial information. With greater capacity, the department can improve budget-to-actual reporting, strengthen compliance with state and tax reporting requirements, and provide more consistent support during peak operational periods. The additional support will also create opportunities to analyze procurement trends, track fixed assets more effectively, and contribute to more efficient use of our accounting software implementation and optimization. Expanding this role will also strengthen financial controls by improving the separation of duties, which are currently limited due to staffing constraints.

Overall, the added bandwidth will allow the Finance Department to shift from primarily transactional work to a more strategic role, offering insights that help departments make better operational decisions and ensuring continuous improvement across City functions.

Risk of Not Funding: If this request is not funded, the City will continue to face capacity limitations within the Finance Department, which may hinder its ability to fully support departments with timely financial data and analysis or continue to go without. Without additional staff, opportunities to evaluate past decisions, improve internal controls to GASB Standards, and enhance reporting accuracy may be missed. The lack of bandwidth also increases the risk of delays during critical periods, such as tax collection and elections, and limits the City's ability to pursue efficiencies or cost savings through deeper data analysis. Over time, these constraints may impact the City's ability to make informed, strategic decisions and reduce the effectiveness of its financial stewardship.

Budget Impact: The estimated cost to expand the Accounting Specialist – AR position to full-time is approximately \$40,000 annually, including wages and benefits. This cost would be incorporated into the 2026 budget and funded through the General Fund levy support. While this is a recurring expense, it is expected to be offset over time by operational efficiencies, cost-saving opportunities identified through improved procurement analysis, and better alignment with state reporting requirements that could positively impact shared revenue allocations. Investing in this role represents a proactive approach to strengthening financial oversight and achieving long-term value for the City.

Alternatives Considered: Workflow improvements and temporary help have been explored, but these are short-term solutions and are only seen as maintaining the current workload status. Cross-training has been helpful but cannot substitute for a dedicated full-time role.

Position Description

Job Title:	Accounting Specialist (AR) – Full Time		
Department:	Finance		
Reports To:	Senior Accountant		
Supervises:	None		
Position #:	23	Revision Date:	September 16 th , 2025
Pay Grade:	9	FLSA:	Non-Exempt

POSITION SUMMARY

This position is responsible for managing and maintaining the City's accounts receivable processes across multiple departments. A primary focus is on reducing outstanding balances through proactive collection efforts and effective customer communication. Additional responsibilities include supporting month-end close, financial reporting, audit preparation, and driving process improvements through solution development and project participation. The position operates under the general supervision of the Senior Accountant and may also support functions within the Clerk's and Finance Departments

PRIMARY RESPONSIBILITIES

- Manage the City's accounts receivable/special assessment processes, including invoicing, payment posting, collections, and responding to inquiries from customers, the public, and City employees.
- Administer financial aspects of RACK and PACE loans in collaboration with the Planning Department, including loan setup, ACH payment processing, receipting, and providing payoff amounts.
- Prepare and enter monthly and year-end journal entries in NetSuite, reconcile accounts, and support audit preparation by compiling documentation for auditors.
- Assist with budget management by preparing quarterly budget-to-actual reports, coordinating department head meetings, and highlighting significant variances.
- Maintain accounting records for property, plant, and equipment (PPE), including depreciation, additions, disposals, and capital project tracking to support the Capital Improvement Plan.
- Support Clerk's Office operations by processing payments for licenses, permits, and citations; assisting with liquor and bartender license renewals; and participating in property tax collection, daily cash balancing, and deposit preparation.

- Track, bill, and process insurance claims for City programs such as Workers' Compensation and General Liability, and assist with records of City-owned vehicles and titled equipment.
- Collect, compile, and analyze financial data to assist with reports and recommendations for boards, commissions, the Mayor, and Council.
- Provide cross-departmental support as needed, including elections, meeting agenda packet preparation, and other duties as assigned.

REQUIRED QUALIFICATIONS

- Four years of progressively responsible experience in accounting or related work.
- Associate degree in Accounting, Finance, or related field; or an equivalent combination of education and experience.

PREFERRED QUALIFICATIONS

- Two or three years of customer service experience.
- Strong knowledge of bookkeeping and accounting principles and procedures.
- Proficiency in Microsoft Office (Excel, Word, and database applications).
- Excellent problem-solving and judgment skills, with strong attention to detail and accuracy.
- Ability to organize, prioritize, and manage workload while meeting deadlines.
- Strong verbal and written communication skills to foster effective relationships with the public, staff, and external partners.
- Ability to understand and follow oral and written instructions.
- Commitment to continuous improvement, including developing new processes to increase efficiency.

PHYSICAL REQUIREMENTS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to sit and use hands to finger, handle, or feel. The employee is frequently required to talk or hear. The employee is occasionally required to stand and walk. The employee must occasionally lift and/or move up to 10 pounds.

Specific vision abilities required by this job include close vision and the ability to adjust focus.

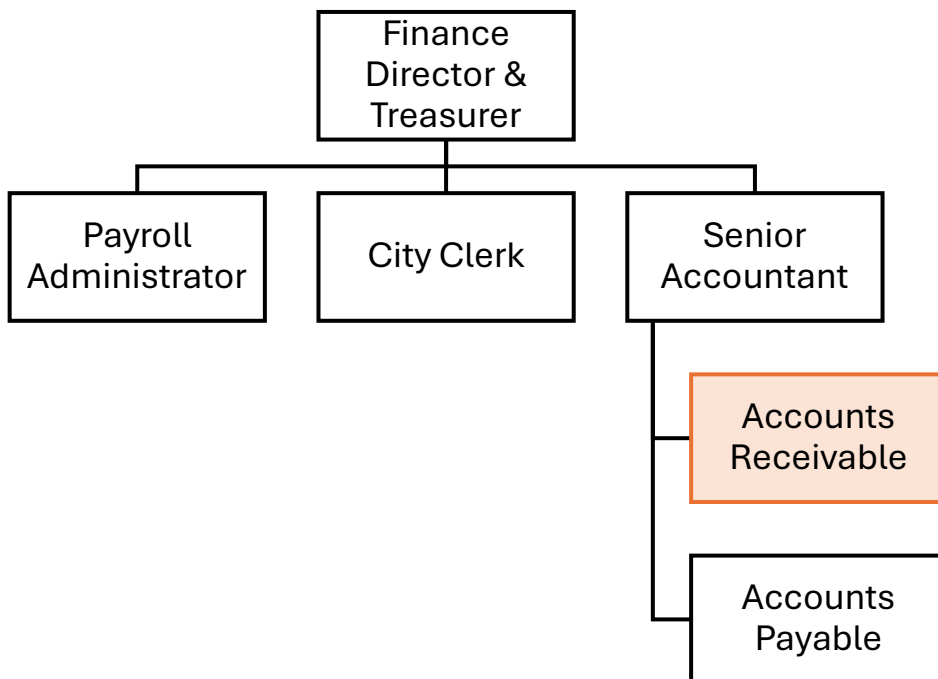
WORK ENVIRONMENT

While performing the duties of this job, the employee is occasionally exposed to fumes or airborne particles and the risk of electrical shock.

The noise level in the work environment is usually quiet to moderate.

Employee Acknowledgement: _____ Date: _____

The above statements reflect the general details necessary to describe the principal functions of the position, but should not be construed as a detailed description of all possible work functions and requirements that may be possible in the job.



People & Operational Plan 2026 Budget Request

Department: Community Enrichment & Streets Departments
 Submitted By: Terri Vosters & Jake Van Gompel
 Date: 7.15.25
 Position Title/Request: Seasonal Office Aide

Background & Justification:

Workload continues to increase with Aquatic Center passes, disposal site cards (new and renew) and refrigerator and no refrigerant stickers. From April to July of 2024, there were 526 in person transactions and 289 web transactions. In 2025, during that same time frame, in person transactions increased to 1250 and online to 567. Although most services are provided online and more residents are taking advantage of the online option, the additional services and growth in the City of Kaukauna has more than doubled the amount of foot traffic to the SPaR counter. These totals do not include phone calls, in person questions, social media q & a or emails.

Strategic Alignment:

This requests aligns with Quality of Life and the ability to provide excellent customer service.

Operational Benefit: Currently, there are two administrative assistants that assist our customers. We also have an intern, however, there is no guarantee that the position will be filled each summer. Recreation and Community Enrichment Managers and Street Superintendent are often off site at different campuses completing their own job tasks. Additional staff will improve the quality of customer service, customer wait time, increased satisfaction from residents, and staff will have additional time to complete other tasks that are outside the scope of face-to-face customer service.

Risk of Not Funding: Our goal is providing excellent customer service within the City of Kaukauna and we have found over the past several years that with the growth of services and growth of residents, we are having a difficult time keeping up with day-to-day tasks.

Budget Impact: This request is for a seasonal office aide from the month of April to the month of September. 20 hours per week, totalling approximately 450 hours annually with a salary of \$15/hr. The total cost to the operating budget would be approximately \$6,750. The Streets/Parks would pay half and Community Enrichment the other half.

Alternatives Considered: Added additional services online, new software for registration and reservation.

Position Description

Job Title:	Office Aide		
Department:	Community Enrichment and Street Department		
Reports To:			
Supervises:			
Position #:		Revision Date:	September 18 th , 2025
Pay Grade:		FLSA:	Non-exempt

POSITION SUMMARY

The Office Aide serves as a welcoming and efficient point of contact for residents and guests engaging with the Streets, Parks, Recreation, and Community Enrichment departments. This role involves greeting visitors in person, over the phone, and via digital platforms, including email and social media. Primary responsibilities include processing park shelter and field reservations, issuing disposal site cards, registering program participants, and providing general office support.

PRIMARY RESPONSIBILITIES

- Serve as the initial point of contact for residents and guests, responding to inquiries, service requests, and complaints via phone, email, social media, and in person.
- Assist the public in completing departmental forms and documentation accurately.
- Register participants for programs and activities, schedule facility reservations, and process payments.
- Input and manage data in departmental software systems; generate reports as needed.
- Create and update recreation program entries and reservation records.
- Process requests for refunds, credits, and transfers in accordance with department policies.
- Generate class rosters and other program-related documentation.
- Provide general administrative support and perform other duties as assigned.

REQUIRED QUALIFICATIONS

- High School Diploma or equivalent
- Proficiency in Microsoft Office (Excel, Word, and database applications).

PREFERRED QUALIFICATIONS

- One (1) year of customer service experience
- Excellent problem-solving and judgment skills, with strong attention to detail and accuracy.
- Ability to organize, prioritize, and manage workload while meeting deadlines.
- Strong verbal and written communication skills to foster effective relationships with the public, staff, and external partners.
- Ability to understand and follow oral and written instructions.
- Commitment to continuous improvement, including developing new processes to increase efficiency.

PHYSICAL REQUIREMENTS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to sit and use hands to finger, handle, or feel. The employee is frequently required to talk or hear. The employee is occasionally required to stand and walk. The employee must occasionally lift and/or move up to 10 pounds.

Specific vision abilities required by this job include close vision and the ability to adjust focus.

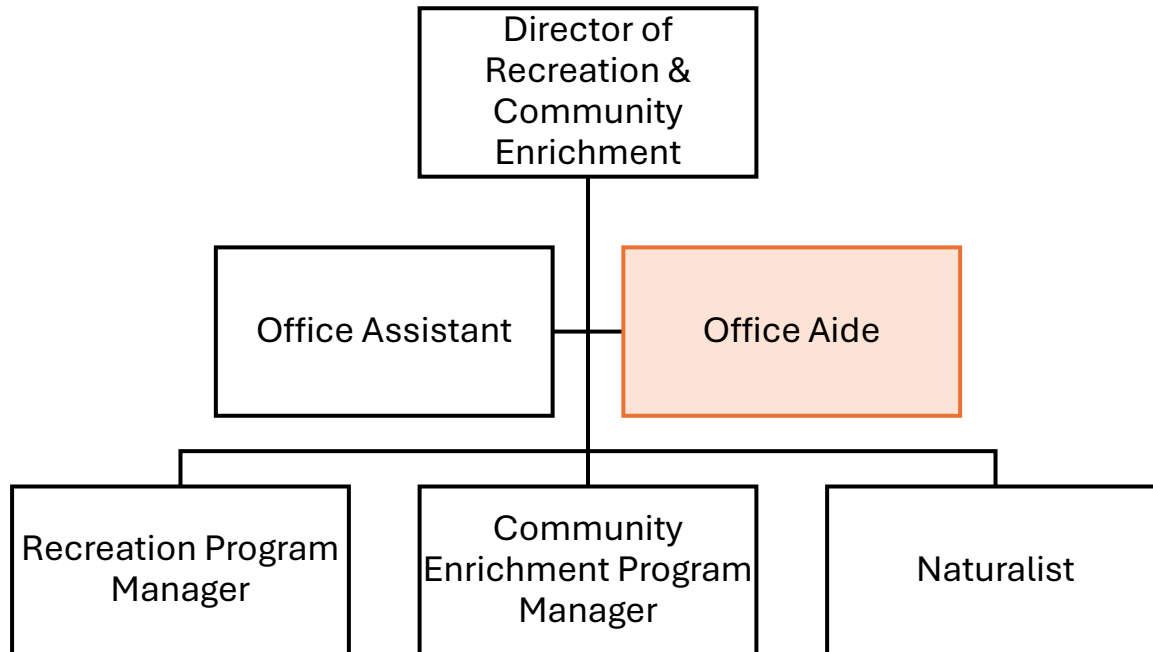
WORK ENVIRONMENT

While performing the duties of this job, the employee is occasionally exposed to fumes or airborne particles and the risk of electrical shock.

The noise level in the work environment is usually quiet to moderate.

Employee Acknowledgement: _____ Date: _____

The above statements reflect the general details necessary to describe the principal functions of the position, but should not be construed as a detailed description of all possible work functions and requirements that may be possible in the job.



People & Operational Plan 2026 Budget Request

Department: Library
 Submitted By: Ashley Thiem-Menning
 Date: July 21, 2025
 Position Title/Request: Local Historian

Background & Justification:

In 2024, a memo to Council outlined the option to gradually restructure Library staffing by converting five part-time positions to full-time over future budget cycles in an effort to ensure operational efficiency. The Library successfully converted two positions in 2025. In 2026, the Library is requesting to convert one part-time position to full-time.

Strategic Alignment:

Additional staffing enables the Library to maintain its current service levels more effectively. Offering free access to programs provides our community with more opportunities to engage with library services and events. We enhance the lives of community members by providing free access to a wide array of materials, programs, and services that cater to their lifelong learning, recreational, and informational needs.

According to the Wisconsin Department of Public Instruction, libraries in the state provide an impressive return of over \$4.00 for every dollar spent—a figure that is likely conservative. Our initiatives not only engage current residents, but also attract individuals from neighboring communities, stimulating local business support when they visit.

The Local History Room is the Library's most complex space, housing archives, databases, maps, photographs, books, microfilm, and more. While many visitors expect immediate help in the room, current staffing levels make this difficult to manage. Staff with the most knowledge of the room is only onsite four hours per day. Creating a Local Historian position would improve both the quality of the room and services provided, fulfilling our value in services rendered by the City.

Operational Benefit:

With the disbanding of the Kaukauna Historical Society, the Library is now one of the few institutions preserving the City's history. Kaukauna history is extremely extensive given our location as the first settlement in the state. Local history collections play a central role in our organization. We handled 163 research requests in 2023, 137 requests last year, and 83 so

far this year—including inquiries from universities and researchers beyond Wisconsin, positively raising the City's profile.

Local history is the Library's second most requested special service. Over ninety percent of the Local History Room use is drop-in, despite the website stating that appointments are required for those needing assistance in the room. In best practice, staff still assist walk-in visitors. However, the front desk staff cannot leave the desk, so another staff member must stop their off-desk work to assist in the room.

Due to the complexity of the room's special collections, most staff can only offer basic help, which has sometimes proved frustrating to users. Basic training in the room is part of all library onboarding. However, the scope of the collection in conjunction with the scope of the research request often exceeds the basic training provided. We currently house over 15,000 photographs and over 100 reels of microfilm, just two of the many collections housed in the room.

Creating a Local Historian position would allow the library to promote scheduled, bookable time with the Local Historian. When not in appointments with patrons, the additional hours would be dedicated to pending research requests, as well as handling the backlog of items needing collection management, and assisting with general library operations.

The position would also continue to support other City departments, including Community Enrichment, Planning, and Legal with research requests, which have increased over the last two years.

Risk of Not Funding:

The Library was forced to close one evening in the fall of 2024 due to a lack of staff. Increasing the number of staff in the building is critical to maintaining operations. All staff members are cross-trained to work all service points in the building, so any increase to staff hours assists in helping operationally.

Budget Impact:

The library currently has one open part-time position. The funds from that position would be applied towards this conversion for an increased amount of \$54,500 for salary and benefits.

Alternatives Considered:

The Library continues to review current and future staffing levels. Converting part-time positions to fulltime offers the Library higher retention rates and increases employee morale. Our recommendation in 2024 was to move forward with conversions in an effort to increase fulltime opportunities within the organization and ensure operational standards be met.

Position Description

Job Title:	Local Historian		
Department:	Library		
Reports To:	Library Director/Assistant Director		
Supervises:	None		
Position #:		Revision Date:	September 17 th , 2025
Pay Grade:		FLSA:	Non-exempt

POSITION SUMMARY

The Local Historian, under the supervision of the Library Director/Assistant Director, staffs the Local History Room, assists patrons with research requests, manages archives and collections, directs volunteers, and develops history programs for all ages. This role also includes service desk duties such as circulation, reference assistance, and patron technology support.

PRIMARY RESPONSIBILITIES

- Staff the Local History Room, assisting with genealogy, research requests, archives, and microfilm.
- Manage and preserve Local History collections, including digital records and Past Perfect software.
- Direct and support volunteers working in the Local History Room.
- Research, write grants, coordinate awarded funds, and assist with fundraising for special projects.
- Plan, deliver, and promote history-related programs, presentations, and public/media outreach for all ages.
- Collaborate with community partners, City departments, and historical associations on programming and archival projects.
- Perform circulation services, including check-in/out, holds, library cards, shelving, and payments.
- Provide reference, reader's advisory, and technology assistance to patrons (computers, eBooks, equipment).
- Ensure adherence to library policies, maintain confidentiality, and support an inclusive, welcoming environment.
- Promote overall library services and uphold professional standards.
- Additional duties as assigned.

REQUIRED QUALIFICATIONS

- Bachelor's Degree in History or related field.
- Two (2) years of experience in historical research, archival collections, and digital record management.
- One (1) year of customer service experience.
- Flexibility to work mornings, evenings, and weekends.

PREFERRED QUALIFICATIONS

- Knowledge of local history.
- Experience with microfilm readers, genealogy research, and Past Perfect software.
- Skill in using computer software, managing electronic resources, and troubleshooting technical problems.
- Ability to multitask, prioritize, and work effectively with a diverse population.
- Multilingual
- Strong oral and written communication skills.
- Ability to foster collaboration, resolve conflicts, and maintain a positive work environment.
- Willingness to work evenings and weekends.
- Excellent time management, prioritization, and the ability to handle multiple tasks and demands effectively.

PHYSICAL REQUIREMENTS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

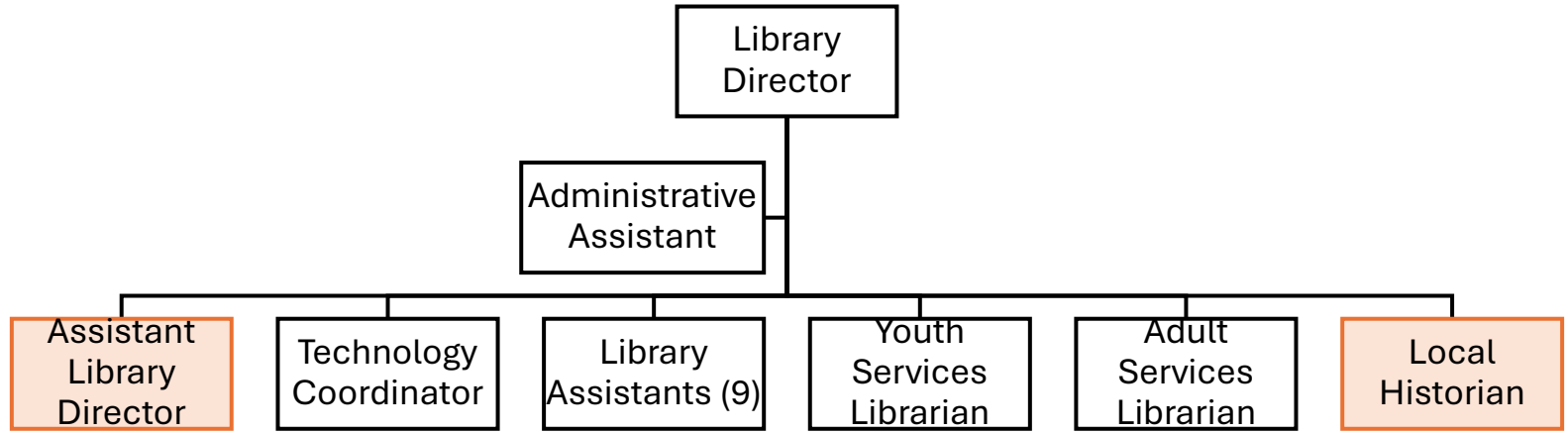
While performing the duties of this job, the employee is regularly required to sit and use hands to finger, handle, or feel. The employee is frequently required to talk or hear and required to stand and walk. The employee must regularly lift and/or move up to 50 pounds.

Specific vision abilities required by this job include close vision and the ability to adjust focus.

WORK ENVIRONMENT

While performing the duties of this job, the employee is occasionally exposed to fumes or airborne particles and the risk of electrical shock.

The noise level in the work environment is usually quiet to moderate.



People & Operational Plan 2026 Budget Request

Department: Fire Department
 Submitted By: Jacob Carrel
 Date: 07/18/2025
 Position Title/Request: Administrative Assistant

Background & Justification:

The absence of full-time administrative support in the fire department results in command staff performing clerical tasks, which detracts from their focus on leadership, strategy, and community safety. To address this inefficiency, this proposal outlines the need for a dedicated administrative position, as we currently operate with only 7.5 hours per week (0.2 FTE) of administrative support, far below the operational needs of our fire department.

The Kaukauna Fire Department manages a nearly \$4 million annual budget, generates over 3,200 incident reports annually, and prepares EMS documentation to support ambulance billing that exceeds \$1.3 million each year. Yet, we do so without a full-time administrative assistant. This places the department as a clear outlier when compared to similarly sized agencies, where dedicated support staff are standard for ensuring operational and financial efficiency.

Job Analysis Questionnaires confirm that a significant portion of command staff time is spent on routine administrative work—tasks that, while necessary, do not require the expertise or compensation level of senior leadership.

As the department moves forward with its *Restructuring with Purpose* initiative, this position becomes even more critical. Newly created roles, such as Division Chiefs and Fire Captains, require appropriate support to function at their full potential. Without adequate administrative assistance, the restructuring risks falling short of its goal.

Strategic Alignment:

This request directly supports multiple Foundations of the City's Strategic Plan:

- **Financial Responsibility:** The administrative assistant position improves stewardship of taxpayer resources by allowing specialized command staff (Fire Chief and Assistant/Division Chiefs) to focus on the strategic and leadership duties they were hired to perform rather than spending substantial portions of their time on clerical tasks.

- **Culture:** By reducing the administrative burden on command staff, this position fosters a more engaging workplace where leaders can devote more time to mentoring staff, deepening collaboration, and strengthening ties with the community rather than performing tasks that don't require their specialized expertise.
- **Sustainability:** The position ensures the department can meet present community safety needs without compromising future service delivery, as it plays a vital role in the successful implementation of the *Restructuring with Purpose* initiative that creates a more sustainable organizational structure.

Operational Benefit:

If approved, this position will:

- Free up substantial command staff time currently spent on clerical tasks
- Enable proactive strategic planning versus reactive daily task management
- Support the successful implementation of the new fire department structure
- Enable command staff to concentrate on core leadership responsibilities, strategic initiatives, and proactive community safety programs.

Risk of Not Funding:

Without this position:

- Command staff will continue underutilizing their specialized skill sets on clerical tasks, resulting in missed opportunities to apply their expertise where it can have the greatest impact.
- Strategic initiatives will remain delayed or unimplemented as the command staff remains consumed by daily clerical tasks.
- The new organizational structure cannot be fully effective, jeopardizing the success of the restructuring of the department.
- The department will continue operating reactively rather than proactively.

Budget Impact:

- **Annual Cost:** \$87,000
- **Funding Source:** General Fund, supported by anticipated ambulance revenue increases that may exceed \$100,000 annually
- This is an ongoing, recurring cost.

Alternatives Considered:

- **Status Quo (current 0.2 FTE):** Evaluated as unsustainable and inefficient, continuing to misallocate specialized leadership and strategic expertise to routine clerical functions
- **Part-Time Position:** Deemed insufficient given the volume of duties currently handled by Assistant Chiefs and the Fire Chief, as documented in Job Analysis Questionnaires
- **Technology/Software Solutions:** Would help with specific tasks such as timecards and scheduling, but cannot address the full range of administrative needs, including visitor reception, records management, and direct daily command staff support

Position Description

Job Title:	Administrative Assistant		
Department:	Fire		
Reports To:	Fire Chief		
Supervises:	None		
Position #:		Revision Date:	September 16 th , 2025
Pay Grade:		FLSA:	

POSITION SUMMARY

The Administrative Assistant provides comprehensive administrative, financial, and operational support to the Fire Chief and command staff. This role manages confidential records, coordinates financial processes, supports human resources functions, and serves as the primary administrative contact for staff and external agencies. The position requires discretion, professionalism, and the ability to work independently in a dynamic emergency services environment while supporting departmental initiatives.

PRIMARY RESPONSIBILITIES

- Serve as primary administrative contact; manage calls, visitors, correspondence, and official documents.
- Maintain departmental records and submit required data to state and national registries.
- Oversee office operations, including scheduling, travel, mail, and supply management.
- Manage accounts payable/receivable, purchase orders, and invoice reconciliations.
- Process EMS/ambulance billing information and patient care reports in compliance with HIPAA.
- Support budget preparation, monitoring, grants, and monthly fire/EMS reports.
- Prepare materials for Committee, Council, and Police and Fire Commission meetings, and attend to take and transcribe official minutes, as requested.
- Support meetings and emergency management functions by preparing agendas, materials, recording minutes, maintaining emergency plans, and coordinating with partner agencies.
- Coordinate public education, fire prevention, tours, and outreach.
- Schedule fire prevention programs for schools and community groups.
- Maintain website and social media; support community events.
- Perform other duties as assigned.

REQUIRED QUALIFICATIONS

- Minimum of two (2) years of progressively responsible administrative or secretarial experience
- Proficiency in Microsoft Office (Excel, Word, and database applications).

PREFERRED QUALIFICATIONS

- Associate's degree in Business Administration, Public Administration, or related field.
- Excellent problem-solving and judgment skills, with strong attention to detail and accuracy.
- Ability to organize, prioritize, and manage workload while meeting deadlines.
- Strong verbal and written communication skills to foster effective relationships with the public, staff, and external partners.
- Ability to understand and follow oral and written instructions.
- Commitment to continuous improvement, including developing new processes to increase efficiency.

PHYSICAL REQUIREMENTS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to sit and use hands to finger, handle, or feel. The employee is frequently required to talk or hear. The employee is occasionally required to stand and walk. The employee must occasionally lift and/or move up to 25 pounds.

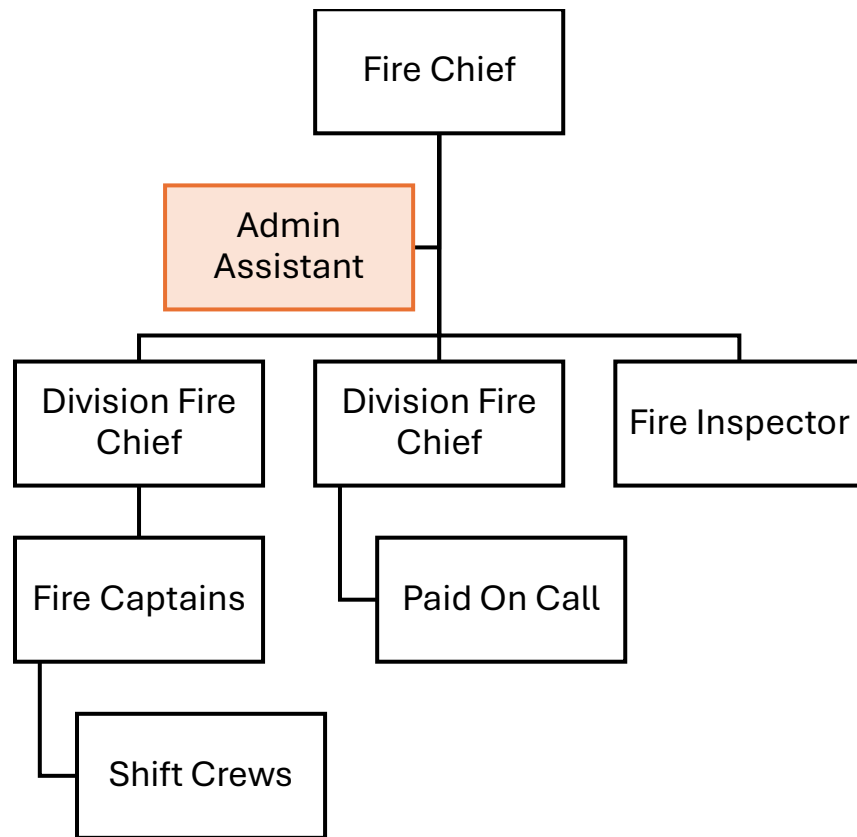
Specific vision abilities required by this job include close vision and the ability to adjust focus.

WORK ENVIRONMENT

While performing the duties of this job, the employee is occasionally exposed to fumes or airborne particles and the risk of electrical shock.

The noise level in the work environment varies from quiet to moderate and moderate to severe due to alarms.

Employee Acknowledgement: _____ Date: _____



CITY OF KAUKAUNA

7/24/2025

PEOPLE AND OPERATIONAL PLAN 2026-2030

*Red = Added from Phase 2 workshop

YEAR	Department	CLASSIFICATIONS/ DESCRIPTIONS	ESTIMATED TOTAL	REOCCURRING/ ONETIME EXPENSE
2026		PERSONNEL		
	Library	Assistant Library Director	\$138,500	Recurring
	DPW	Laborer / Park and Facilities Foreman	\$130,000	Recurring
	HR/Communications	Social Media Specialist	\$85,500	Recurring
	HR	HR Coordinator	\$87,000	Recurring
	Planning	Building Inspector	\$109,000	Recurring
	Finance	Convert Accounting Specialist - AR to Full-time	\$44,000	Recurring
	DPW/Recreation	Seasonal Office Aide	\$6,750	Recurring
	Library	Convert Library Assistant Local Historian to FT	\$54,500	Recurring
	Fire Department	Administrative Assistant	\$87,000	Recurring
2026		NON-PERSONNEL		
	Information Technology	Switch - Interconnect	\$10,000	Onetime
	Engineering	Plotter/Scanner	\$5,000	Onetime
	Information Technology	Server	\$15,000	Onetime
	DPW	Asset Management Software	\$10,000	Onetime
	Fire Department	Scheduling software specific to Fire Department	\$3,000	Recurring
	HR/Communications	Social media archiving tool	\$7,188	Recurring
		TOTAL	\$792,438	
2027		PERSONNEL		
	All	Purchase Specialist – Consolidate vendor contracts*	\$116,000	Recurring
	Fire	(3) Firefighter/Paramedics	\$391,000	Recurring
	Library	Transition one part-time Library Assistant to fulltime	\$54,315	Recurring
		NON-PERSONNEL		
2027	Legal, Court, Police	Standard Operation Procedures - Common process for creating, capturing, and updating S.O.P.'s that is user friendly*	TBD	Recurring
	Court/Police/Clerk	QR code for paying fines or completing form	TBD	Onetime

CITY OF KAUKAUNA

7/24/2025

PEOPLE AND OPERATIONAL PLAN 2026-2030

*Red = Added from Phase 2 workshop

YEAR	Department	CLASSIFICATIONS/ DESCRIPTIONS	ESTIMATED TOTAL	REOCCURRING/ ONETIME EXPENSE
		TOTAL	\$561,315	
2028		PERSONNEL		
	Library	Transition one part-time Library Assistant to fulltime	\$54,315	Recurring
	Engineering	CAD/GIS/Stormwater Technician	\$117,000	Recurring
	Community Enrichment	Converting Community Enrichment Coordinator to FT	\$65,000	Recurring
	Police	Police Officer	\$117,000	Recurring
2028		NON-PERSONNEL		
	Engineering	GPS Unit	\$35,000	
		TOTAL	\$388,315	
2029		PERSONNEL		
	Legal	City Manager/City Administrator	\$188,883	
	Clerk/Finance	Grant Writing Staff Member*	TBD	
	DPW	Certified staff (chemical applied, arborist/forester, native plants, ecologist)*	TBD	
	Library	Transition one part-time Library Assistant to fulltime	\$54,315	
2029		NON-PERSONNEL		
		TOTAL	\$243,198	
2030		PERSONNEL		
2030		NON-PERSONNEL		
		TOTAL	\$0	



MEMO

Department

To: Finance and Personnel

From: Finance Director Van Rossum

Date: 10/20/2025

Re: Relocation of Mission and Goal Sections from Budget Book to Strategic Plan

Background information:

During the implementation of the new budget module within the City's accounting system, staff began reviewing the current budget book format to identify opportunities to streamline content and improve efficiency in its annual preparation. One area identified for improvement is the inclusion of the departmental Mission and Goals pages.

Removing the Mission and Goals pages from each departmental in section 7 section of the budget book will help streamline the document and keep its focus on financial and operational priorities. While departmental missions and goals provide helpful context, many of these statements were developed independently before the city adopted its first Strategic Plan in 2024 and therefore are not aligned with the broader citywide goals and performance measures now in place. Continuing to include them in the budget book may cause confusion or inconsistency as the city transitions to a unified strategic planning framework.

By shifting these pages out of the budget and into the Strategic Plan or People & Operations Plan, the city can ensure that departmental objectives are updated, consistent, and measured in relation to organizational outcomes. This also improves the clarity and efficiency of the budget document by removing repetitive, non-financial content and emphasizing funding levels, trends, and performance indicators that directly support operational decision-making. The result is a more concise, modern, and purpose-driven budget presentation that aligns resources with the City's long-term strategic vision.

The strategic planning process can be further defined each year with a structured process beginning in July, during which departments develop goals and objectives aligned with the overarching Strategic Plan. These goals can then be reviewed by

Council prior to the budget cycle to ensure that funding decisions support the City's strategic direction.

Because this process was not yet in place for the 2026 budget, each department updated its Mission, Goals, and Accomplishments independently. To support transparency during this transition year, this information will be presented in a separate packet rather than within the main budget book. Beginning with the 2027 budget cycle, the City will fully integrate the strategic planning and budgeting processes so that departmental goals are established and reviewed in advance of budget development. These goals and accomplishments will then be discussed during quarterly strategic plan updates or more frequently as appropriate.

Several departments already provide ongoing reporting, including Fire, Police, Finance (through annual audit statements), Library, and Public Works through monthly reports. Community Development and Planning also provide frequent project updates. Other departments can adopt a similar annual or periodic update process as desired to complement the City's strategic objectives.

Following this memo is a reference packet containing the current departmental mission and goals statements for informational purposes.

Strategic Plan:

Consolidating non-financial materials within the Strategic Plan or POP ensures consistency, improves transparency, and minimizes staff time spent maintaining redundant data across multiple documents. The budget book will better serve its intended purpose as a clear, policy-focused financial document emphasizing funding priorities, service levels, and performance outcomes.

Budget:

No funding impact is anticipated. This recommendation pertains solely to the formatting and content organization of the annual budget book.

Staff Recommended Action:

Staff recommend removing the Department Mission and Goals pages from each departmental section of the budget book. Future departmental goals and objectives will instead be incorporated into the City's Strategic Plan and People & Operations Plan to ensure alignment, consistency, and ease of annual updates.

2026 Budget



Department Missions, Goals, and Accomplishments

CITY OF KAUKAUNA**2026 BUDGET***DIVISION: GENERAL GOVERNMENT**DEPARTMENT: ASSESSMENT****MISSION STATEMENT***

To uniformly and equitably assess all real estate and personal property except those properties designated manufacturing by the Department of Revenue, public utilities, and property exempt by state statute. The assessment procedures are dictated by Chapter 70 of the Wisconsin Statutes.

Conduct open book and attend all Board of Review sessions. Provide information as to assessment and appeal procedures per request. (A booklet is available to the public at the Assessor's Office that explains the assessment and appeals process.)

Estimate property taxes for potential new construction in the city. Provide information to all city departments upon request. Assess all annexations, new construction, additions, changes, new plats, deletions, etc. to submit an assessment report on an annual basis to the Mayor and Common Council.

This service is currently contracted through Bowmar Appraisal.

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: GENERAL GOVERNMENT

DEPARTMENT: AUDITING SERVICES

MISSION STATEMENT

The department identifies the annual financial audit costs for the City. This is a contracted Service through Clifton, Larson, Allen, (CLA) a third party Certified Public Accountant (CPA) firm. They also provide our year end financial reporting upon audit completion.

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: GENERAL GOVERNMENT

DEPARTMENT: CITY ATTORNEY

MISSION STATEMENT

The City Attorney is required by Section 62.09 (12) of the Wisconsin Statutes to handle all legal matters in which the City has an interest.

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: GENERAL GOVERNMENT

DEPARTMENT: CLERK

MISSION STATEMENT

Performs duties as required by State Statutes, care and custody of the corporate seal and all papers and records of the City. Attend council meetings and maintain records of proceedings. Coordinate agendas and minutes for other committees, commissions, and boards. Maintain and update the ordinance book. Issue and maintain records for licenses and permits. Administer oaths. Collect, invest, and disburse municipal funds.

2025 Goals and Objectives

- Aid in the implementation of the city-wide strategic Plan
- Document Standard operation procedures for this area. Goals is to have six (6) completed
- Meet Legal Advertising deadlines
- Continue to issue various licenses and permits
- Improve the Tax collection process

2025 Accomplishments

- Liquor license approval process was completed electronically by City staff.
- Prepared numerous agendas and recording of minutes, resolutions, and ordinances.
- Issued various licenses and permits.
- Maintained City records.
- Administered oaths of office.
- Met legal advertising deadlines.
- Met posting requirements.
- Administered 2 elections.
- Successfully collected \$23.3M of the tax levy.

2026 Goals and Objectives

- Transition liquor license application process from the Accounts Receivable Specialist to Clerk.
- Transition bartender application process from the Accounts Receivable Specialist to Clerk.
- Attend ongoing election training.
- Document standard operation procedures for the clerk's department.
- Continue implementing the city-wide strategic plan.

Service Efforts:

ITEM	AS OF 12/31/23	AS OF 06/30/24	AS OF 06/30/25
# of council meetings	24	12	4
# of resolutions processed	50	23	7
# of ordinances processed	18	12	5
# of licenses issued	220	105	Liquor/bartender licenses: 69
# of dog licenses issued	739	517	518

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: GENERAL GOVERNMENT

DEPARTMENT: POLICE AND FIRE COMMISSIONERS

MISSION STATEMENT

The police and fire commissioners are comprised of members that over see the Fire and Police Chiefs. This body makes policy and hiring decision on behalf of both departments. They meet on an as needed basis.

The costs of Police and Fire Commissioners (\$75 per month).

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: GENERAL GOVERNMENT

DEPARTMENT: COMMON COUNCIL

MISSION STATEMENT

The City Council will serve the needs and concerns of the City and strive to affect the greatest good for the community as a whole while maintaining a solid perspective between individual rights and the common good.

The City Council will take a leadership position in the community. It will act as the catalyst for new programs based on the needs of the community. The Council will promote cooperation between various segments of the community.

The City Council together with the Mayor and staff will develop and adopt a fiscally responsible budget on an annual basis. This budget will provide the resources to maintain a high quality of service yet must be responsive to economic conditions both within and outside the community.

Based on the realization that the needs of the City are continually changing, the Council will periodically review policies and procedures so that City Government as a whole can maintain a high level of effectiveness.

The Council will strive to keep the citizens informed on matters affecting the community. At the same time, the Council must keep well informed on the needs and concerns of the citizens and respond to these needs in a consistent and prudent manner.

The Council will seek and respect the recommendations of the Mayor, staff members, and various boards and commissions. The Council accepts the fact that good government is a cooperative process and that encouraging and accepting these recommendations does not diminish the authority of the Council.

The Council will continue to be cognizant of the needs of City employees and strive for a satisfying work experience. The Council will encourage its employees to upgrade their skills.

The Council will continue to identify areas within the community that need special attention and develop programs for their improvement.

The Council will encourage legislation at the County, State and Federal levels that is in the best interest of the community.

The Council will promote the community both within and outside.

CITY OF KAUKAUNA

2026 BUDGET

*DIVISION: GENERAL GOVERNMENT
DEPARTMENT: COMMUNITY ENRICHMENT*

MISSION STATEMENT

To develop and promote municipal programs that foster an appreciation of the arts, provide healthy lifestyle options, and utilize Kaukauna's parks and public places to the greatest extent possible.

2025 Goals and Objectives

- Complete a new Special Event Application process for external community groups.
- Continue to evaluate Park Pavilion and Park Playground renovations.
- Complete Park Master Plan with Planning & Community Development and Parks Departments.
- Complete sports fee agreement with service organizations/clubs.
- Hire Community Enrichment Program Manager for the Live! At Hydro Music Series, ECRJ and Farmers Market

2025 Accomplishments

- Successfully trained and onboarded a new Community Enrichment Program Manager.
- Hosted the first official Electric City River Jam bringing in 5,000 attendees.
- Increased sponsorships for Live! At Hydro by 24%.
- Added sponsorship opportunities to the Farmers Market and successfully obtained one for the first summer.
- Successfully opened Strassburg Park Playground Renovation
- Complete Park Master Plan with Planning & Community Development and Parks Departments.
- Complete updated and online fillable Special Event Application and adjust special event fees
- Host partnered special event with Village of Little Chute
- Reviewed youth and adult program job descriptions and wages with Human Resources.

2026 Goals and Objectives

- Increase sponsorships and partnerships for Electric City River Jam.
- Increase sponsorships and partnerships for Live! At Hydro.
- Reenter into agreement with the Kaukauna Lions to continue beverage and food sale at Live! At Hydro.
- Create recreation software tutorials to post online (website, socials, etc.) with Communication Manager.
- Create end of the year report for Common Council
- Collaborate with Park, Planning, Human Resources to create job descriptions and capital campaign for Grignon Park Project-Civic Engagement Class.

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: GENERAL GOVERNMENT

DEPARTMENT: ELECTION

MISSION STATEMENT

Administration of elections per State Statutes.

2025 Goals and Objectives

- Continue using Badger Election Books for the 2025 Elections
- Conduct 4 elections in 2024 and 2 in 2025 and provide ongoing training for election officials and staff.
- Continue to use the Community Room and Council Chambers as polling places.

2025 Accomplishments

- Conducted 4 elections in 2024 and 2 in 2025. Provided ongoing training for election officials and staff.
- Recruited poll workers for all early voting and election day allowing both locations to be fully staffed
- Submitted polling information to the county by the required deadline
- Setup and establish process for Badger Election Books

2026 Goals and Objectives

- Continue using Badger Election Books for the 2026 Elections.
- Conduct 4 elections in 2026 and provide ongoing training for election officials and staff.
- Continue to use the Community Room and Council Chambers as polling places.

Service Efforts:

ELECTION	NO. OF REGISTERED VOTERS	ELECTION DAY REGISTRATIONS
General Election 11/5/24	10,629	897
Spring Primary 2/18/25	11,114	2
Spring Election 4/1/25	11,093	133

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: GENERAL GOVERNMENT

DEPARTMENT: FINANCE

MISSION STATEMENT

The finance department is responsible for planning, directing, and administering the major functions of accounting, budgeting, financial reporting, employer insurance management, and electronic data processing to insure the City's financial stability and compliance with goals, policies, and regulations.

2025 Goals and Objectives

- Continue to support the moving of the City wide Strategic Plan initiatives forward.
- *Roll out the expense reimbursement module within Paycor*
- *Make at least 2 enhancements within the NetSuite Accounting system*
- Implement a budgeting software for the 2026 budget that will house all the details in one spot and streamline the budget creation process.
- Capital Request form - Create a better-defined process for the Capital improvement Plan request. Create an information summary for the request to use to give context to the request.
- Review and Update 12 Standard Operating Procedures for the Finance/Accounting areas.
- Implement a quarterly review of the Budget to Actuals with Department heads
- Continue to work with any new developers on creative ways, the city can help them locate within the City of Kaukauna.

2025 Accomplishments

- Continued to lead and drive Strategic Plan initiatives, including quarterly progress updates to the Common Council.
- Enhanced the Accounts Payable automation process within NetSuite, improving invoice recognition and processing efficiency.
- Implemented a vendor approval workflow in NetSuite, adding an internal control layer for vendor setup and changes.
- Introduced fund segmentation within NetSuite to automate fund balancing for cash accounts, reducing manual journal entries and improving accuracy.
- Implemented the Budget Module within NetSuite, allowing for more detailed departmental budgeting and automated budget book creation. The new system ran parallel with the existing budget process for 2026 budget creation to ensure completeness and prepare for full adoption in 2026 for the next budget creation.
- Developed a standardized format and repository for Standard Operating Procedures (SOPs); updated 30 SOPs in 2025.

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: GENERAL GOVERNMENT

DEPARTMENT: FINANCE

2025 Accomplishments (continued)

- Reengaged the Wayfinding Sign project vendor to restart project progress.
- Led the 2026 budget process, coordinating efforts to close the gap between department requests and the proposed budget.
- Directed the People and Operational Plan (POP) process and recommendations to the Finance and Personnel Committee.
- Administered the 2025 Capital Borrowing bond issuance.
- Continued collaboration with major developers, including finalizing the Developer's Agreement for *The Reserve* and working through ongoing challenges related to the Dreamville project.

2026 Goals and Objectives

- Lead development of the City's 2027–2030 Strategic Plan.
- Advance key remaining Strategic Plan initiatives, including implementation of the Phone Tree System, Council Chamber AV/Audio upgrades, and City website redesign.
- Review and restructure the General Ledger chart of accounts to enhance reporting and analysis consistency.
- Create a quarterly Budget-to-Actual review meetings with Department Heads.
- Complete rollout of the Expense Reimbursement Module within Paycor.
- Provide comprehensive Budget Software training for all Department Heads to ensure full system adoption.
- Capital Request form - Create a better-defined process for the Capital improvement Plan request. Create an information summary for the request to use to give context to the request.
- Continue to work with any new developers on creative ways, the city can help them locate within the City of Kaukauna.

CITY OF KAUKAUNA

2026 BUDGET

*DIVISION: GENERAL GOVERNMENT
DEPARTMENT: HUMAN RESOURCES*

MISSION STATEMENT

The Human Resources Department provides effective human resources services to all employees of the City, maintains compliance with all regulations (Local, State & Federal) and administers all Human Resources policies and procedures. This is accomplished through the following functions: labor relations, policy and procedure development, recruitment and hiring, human resource records maintenance, employee counseling, employee assistance program, unemployment compensation, employee orientation, wage and salary administration, benefits administration, law compliance, training and education, and employee relations.

2025 Goals and Objectives

- Continue tactics within the City Strategic Plan.
- Research feasibility of additional benefit offerings.
- Research additional functionality within Paycor or an alternative for:
 - ☐ Compensation Management
 - ☐ Benefit Management
 - ☐ Performance Management
 - ☐ Time & Schedule Management
 - ☐ Leave Management
 - ☐ Onboarding/Offboarding
- Re-evaluate job descriptions, market compensation comparison, and internal pay equity.
- Audit personnel files, documents, medical records, I-9 retention for compliance, and implement a document retention policy and procedure.

2025 Accomplishments

- Implemented document retention policy and procedure.
- I-9 audit completed.
- Implemented Benefit module within Paycor.
- Implemented Compensation module within Paycor for annual schedule adjustments.
- Job Description audit completed.
- Fire Department restructured and negotiations.

2026 Goals and Objectives

- Negotiate and settle Kaukauna Police CBA.
- Research replacement HRIS for Paycor that better meets the needs for:
 - ☐ Compensation Management
 - ☐ Benefit Management
 - ☐ Performance Management
 - ☐ Time & Schedule Management
 - ☐ Leave Management
 - ☐ Onboarding/Offboarding
- Identify a vendor for a full market compensation comparison and internal pay equity study.
- Update performance management process.

CITY OF KAUKAUNA

2026 BUDGET

*DIVISION: GENERAL GOVERNMENT
DEPARTMENT: INFORMATION TECHNOLOGY*

MISSION STATEMENT

To serve as a driving force in the City's progress through the strategic application of Information technology. We are dedicated to providing robust, secure, and efficient IT solutions that support the City's mission, improve service delivery and promote digital excellence.

2025 Goals and Objectives

- Upgrade entire copier fleet and separate our printer services portal from Kaukauna Utilities
- Roll out Multifactor Authentication for Microsoft 365
- Convert from traditional fax lines to a digital faxing service which will allow us to get rid of multiple fax machines and save money on those fax lines
- Implement Malicious Domain Blocking System offered through MS-ISAC
- Clean up and organization of MSB, PD and Fire data closets
- Install new desk phones for all City buildings
- Implement a redundant internet solution
- Complete asset inventory and replacement schedule
- Implement IP And Domain monitoring service through MS-ISAC
- Upgrade all Cradlepoints to allow for Netcloud licensing for easier accessibility and proper support of those devices
- Inventory and audit the security camera system and replace camera servers at MSB, PD and install a new camera station server at SPAR

2025 Accomplishments

- Upgraded all copiers, separated out the City's printer service portal from KU's and implemented new auto install/self-service printer install solution
- Oversaw project to implement multifactor authentication using DUO for entire City
- Converted all traditional fax lines over to digital fax lines and removed physical fax machines
- Got all 3 of our main data closets cleaned up and organized
- Created asset inventory documents for each department and communicated with them on asset replacement schedule.
- Implemented IP & Domain monitoring through MS-ISAC by providing our public IP's and domains
- Upgraded 85% of Cradlepoints with proper Netcloud licensing to allow for better device management
- Inventoried all cameras and upgraded entire camera system adding new camera servers at MSB, PD, and SPAR
- Upgraded 20% of City cameras and setup annual replacement schedule to ensure all cameras continue to operate and have the latest functionality
- Procured and implemented inventory asset system to comply with cybersecurity requirements
- Upgraded all city desk phones

CITY OF KAUKAUNA**2026 BUDGET**

*DIVISION: GENERAL GOVERNMENT
DEPARTMENT: INFORMATION TECHNOLOGY*

2026 Goals and Objectives

- Retire old no longer supported Windows servers that pose a security risk
- Separate PD access control system out from the existing city access control system
- Begin creation of written IT Policies for the City
- Replace computers not capable of running Windows 11 and upgrade those that are to mitigate Windows 10 end of life date
- Implement new EDR/MDR solution
- Implement Malicious Domain Blocking System offered through MS-ISAC
- Get City's access control system re-configured to allow for better security controls to limit which doors users have access too
- Attend at least 4 trainings in the areas of AI and Cybersecurity
- Begin implementation of CIS controls
- Upgrade PD interview room camera server

CITY OF KAUKAUNA

2025 BUDGET

DIVISION: GENERAL GOVERNMENT

DEPARTMENT: MAYOR

MISSION STATEMENT

The Office of the Mayor coordinates and administers the operations of city government; carries out the policies adopted by the Mayor and Common Council; appoints members to committees, commissions and boards subject to the approval of the Council; works with the Council in identifying and solving problems facing the city and in implementing appropriate measures for the welfare of the citizens of Kaukauna; monitors performance of staff in carrying out programs to achieve city goals; prepares the annual executive budget; seeks to achieve effective coordination and efficient delivery of services to assure economy, accountability and responsiveness to the citizens' needs.

Each budget requires more creative thinking than the previous as our City continues to grow and prosper.

2025 Goals and Objectives

- Continue working with staff to implement the City-wide Strategic Plan
- Increase tax base through new residential and commercial/industrial developments
- Continue to work with the developer on the independent living, assisted living, memory care facility in Commerce Crossing
- Work to attract businesses to the 142+ acres annexed into our Commerce Crossing Business Park
- Continue to work with KHS Civic Engagement Class on developing a program giving to special city projects.
- Continue to work with KHS Civic Engagement Class on expanding the pavilion, adding a tow rope at the sledding hill and an ice rink at Grignon Park.
- Continue the work to update our parks to include amenities such as a new sports complex (baseball fields), and a music pavilion/amphitheater at Hydro Park.
- Continue to upgrade LaFollette Park to include new restrooms, resurfacing the basketball court and parking lot
- Update Strassburg Park playground
- Work with Community Enrichment to bring more special events to our community (Pickleball Tournament, Sidewalk Sales, Chalk Walk, Community Scavenger Hunt, Bingo in the Park, Packers in the Park, Movie Night at the Aquatic Center)

2025 Accomplishments

- Worked with staff to continue implementing the City-wide Strategic Plan by having staff meetings and quarterly updates with the Common Council
- Tax base increased by \$78,187,500 through new residential and commercial/industrial developments
- Expect to close on the independent living, assisted living, memory care facility in Commerce Crossing by end of 2025
- Annexed 144.76 acres into the City of Kaukauna (KASD)
- Submitted a list of community projects to KHS Civic Engagement Class in 2025
- KHS Civic Engagement Class continues to fundraise for the pavilion Grignon Park project. The city has completed the archaeological study

CITY OF KAUKAUNA

2025 BUDGET

DIVISION: GENERAL GOVERNMENT

DEPARTMENT: MAYOR

2025 Accomplishments (continued)

- Supported Park improvements
 - Prioritized Strassburg Park improvements which included amenities selected by the Common Council
 - Completed six Pickleball courts at La Follette Park
- Supported business park improvements
 - 76 -room Grandstay Hotel
 - Klink Equipment
 - Tann Corporation
 - New industrial flex building (The Bakery)
 - Legacy Creekside Apartments
- City advocacy
 - Helped bring the State of Wisconsin Joint Finance Committee to Kaukauna High School for a public listening session.
 - Lobbied on behalf of Kaukauna at the Joint Finance Committee public hearing, to help secure an additional 2% increase each year in the biennial budget for the Local Road Improvement Plan (LRIP)
 - Spoke at public events such as Memorial Day, Veterans Day, UA-400 Apprentice Signing Day, Kaukauna Area School Districts In-Service
 - Hosted elementary school classes for tours of City Hall
 - Met and discussed with Congressman Tony Wied on Kaukauna Utilities new Water Treatment Facility helping secure a \$1million grant for the project
 - Went to Washington D.C. for the American Public Power Association's Legislative Conference lobbying to Senators Tammy Baldwin, Ron Johnson and Congress Tony Wied on behalf of community-owned not-for-profit utilities (February 2025)
 - Met with Congressman Tony Wied and mayors from Green Bay and DePere advocating for the expansion of passenger rail service from Milwaukee to Green Bay
- Personal growth
 - Attended two Chief Executive Conferences with the League of Wisconsin Municipalities
 - Attended the American Public Power Association's National Conference in New Orleans, Louisiana (June 2025)

2026 Goals and Objectives

- Continue working with staff to review and implement the City-wide Strategic Plan
- Support the tax base increase through additional residential single-family homes and commercial/industrial developments
- Support the finalization of the developer's agreement on The Reserve
- Continue to work with KHS Civic Engagement Class on expanding the pavilion, adding a tow rope at the sledding hill and an ice rink at Grignon Park
- Upgrade LaFollette Park to include new restrooms, resurfacing the basketball court and parking lot (moving to 2026 goal per budget allocation)
- Explore Industrial Park expansion through annexation
- Update zoning codes to support data center growth in our community
- Support the development of remaining lots in Commerce Crossing Business Park and N.E.W. Prosperity Center
- Continue to explore with the Common Council and Staff regarding key properties in our commercial core district
- Work with staff to develop a plan to support future large equipment needs
- Explore options to upgrade audio/visual equipment in the Council Chambers

CITY OF KAUKAUNA**2026 BUDGET***DIVISION: GENERAL GOVERNMENT**DEPARTMENT: MUNICIPAL SERVICE BUILDING MAINTENANCE****MISSION STATEMENT***

The Municipal Service Building (a.k.a. City Hall) maintenance is responsible for janitorial services as well as all maintenance throughout the building. The janitorial service is a contracted service. Most of the maintenance is also contracted with some of the smaller items being managed by Department of Public Works laborers.

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: GENERAL GOVERNMENT

DEPARTMENT: MUNICIPAL JUDGE

MISSION STATEMENT

The Municipal Judge has such jurisdiction as provided by law and Sec. 755.045 of the Wisconsin State Statutes and exclusive jurisdiction of violations of City ordinances. The procedures of Municipal Court are in accordance with Sec. 1.02, 1.04, and 1.15 of the Municipal Code and Chapters 343, 345, 755, 800, and 911 of the Wisconsin State Statutes.

2025 Changes

- The Kaukauna Municipal Court experienced a year of transition and improvement, marked by changes in leadership, staffing, scheduling, and court procedures. Following the unexpected resignation of the presiding judge, an interim judge was appointed to maintain operations until the seating of a new judge. This ensured that court services to the community continued without interruption.
- During this period, the Clerk of Court's hours were adjusted to better align with caseload and administrative needs. From January through May, the clerk worked 29 hours per week, with a reduction to 23 hours per week beginning in June.
- A new court schedule was also implemented. Under this schedule, Municipal Court meets one day per month, with an additional day set aside for cases involving either both the high school and middle school or just the high school.
- The Tax Refund Intercept Program was reinstated, allowing the court to collect outstanding debts from defendants who qualified but had not previously been submitted for recovery.
- In addition, several new procedures were established for both the judge and the Clerk of Court. These included:
 - Transferring OWI cases to Circuit Court
 - Sending trial appeals to Circuit Court
 - Managing contested parking citations
 - Conducting indigency hearings
 - Holding re-opening hearings
- These changes reflect the court's commitment to efficiency, fairness, and compliance with legal requirements, while also improving service to the community.

2025 Accomplishments

- In 2025, the Municipal Court achieved several important milestones that strengthened operations, improved efficiency, and enhanced service to the community.
- The Court successfully completed the transmission of all missing court dispositions from 2020 to the present to the Police Department, ensuring accurate and up-to-date records. Significant progress was also made on the Clerk of Courts Standard Operating Procedures Manual, with the first four chapters completed as part of a comprehensive guide to court operations.
- To improve case management, the Court created, updated, and implemented new procedures and documents for several key processes, including the Re-Opening Process, Victim Restitution Process, Community Service Process, and Indigency Process. In addition, new court forms were developed and updated, including a redesigned plea form (now available online), a court disposition form, and a juvenile disposition form.

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: GENERAL GOVERNMENT

DEPARTMENT: MUNICIPAL JUDGE

2025 Accomplishments (continued)

- The Court also reviewed and implemented online educational and diversion programs through 3rd Millennium Classrooms and Dynamic Family Solutions, expanding options for defendants in areas such as truancy, shoplifting, juvenile alcohol (JA), THC, emotional regulation/conflict resolution, and sexting.
- Operational improvements were made to ensure accuracy and accountability. Duplicate defendant entries were merged in TIPSS to strengthen enforcement of forfeitures. Delinquent payment plans were cancelled, and defendants were notified of potential future collection actions through the State Debt Collection program. Updated procedures were also implemented to transition qualified defendants into State Debt Collection and/or the Tax Refund Intercept Program.
- Collaboration with the Police Department and the City Attorney/Paralegal resulted in the creation of a new process for contesting parking citations and enforcing judgments related to parking charges. The Court also updated and maintained the 2025 court calendar and developed the 2026 calendar to meet the scheduling needs of all relevant departments.
- To better track performance, the Court created and maintained spreadsheets to capture data from each court date, providing insights into trends and potential future needs. Another financial tracking spreadsheet was also developed to display monthly gains retained by the municipality and expenditures paid to the State and County.
- These accomplishments reflect the Court's commitment to modernization, accuracy, and transparency, while also preparing for the evolving needs of the community and partner agencies.

2026 Goals and Objectives

- Looking ahead to 2026, the Kaukauna Municipal Court has identified several goals and objectives to further strengthen court operations, enhance accessibility, and ensure fairness in the administration of justice.
- The Court will continue participation in training and judicial education programs for both the Judge and the Clerk of Courts, meeting all state requirements and maintaining professional development standards. Another key priority is the completion of the Clerk of Courts Standard Operating Procedures Manual, providing a comprehensive guide for consistent and efficient court operations.
- To ensure fines remain fair and consistent, the Court will research and update forfeiture amounts for municipal ordinance violations, aligning them with surrounding and comparable jurisdictions. In collaboration with the Police Department and the Outagamie County Sheriff's Office, the Court will also work to cancel more than 100 outstanding warrants issued by previous municipal judges.
- Improving accessibility is also a focus for 2026. The Court plans to research and implement a phone translation service to better assist defendants with limited English proficiency. Additionally, the Court will collaborate with the Police Department to update the information provided on citations, simplifying the payment process and improving clarity for defendants.
- Finally, the Court will conduct a comprehensive study of judicial and clerk salaries to determine whether compensation levels are within an acceptable range compared to similar positions.
- These objectives underscore the Court's commitment to continuous improvement, fairness, and accessibility while ensuring its operations remain efficient and responsive to the needs of the community.

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: GENERAL GOVERNMENT

DEPARTMENT: MAILROOM AND OFFICE SUPPLIES

MISSION STATEMENT

This department accounts for postage expense for all City departments, copier costs of the central copier and offices supplies that are charged to other departments when used.

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: GENERAL GOVERNMENT

DEPARTMENT: PLANNING/COMMUNITY DEVELOPMENT

MISSION STATEMENT

The mission of the Planning and Community Development Department is to promote the orderly growth and development of the City in a manner intended to maintain a high-quality living environment.

2025 Goals and Objectives

- Approve 2 RACK Grants for new facades and interior renovations.
- Obtain an offer to purchase on two City owned lots.
- Complete a City of Kaukauna Parks Master Plan update.
- Complete the Future Land Use Map update.
- Begin planning for a Downtown Master plan
- Continue to update and improve existing zoning code.
- Improve informational packets and frequently asked questions sheets
- Review and improve existing applications (continuous)

2025 Accomplishments

- Approved 3 RACK Grants
- Completed Park plan update
- Improved information available online to address frequently asked questions
- Updated existing applications

2026 Goals and Objectives

- Continue to update and improve existing zoning code.
- Improve informational packets and frequently asked questions sheets (continuous)
- Create simpler online forms
- Prepare for comprehensive plan updates
- Update Flood Plain ordinance and procedures
- Begin creations on Economic development strategy document

Performance Measurements

	2023 Actual	2024 Actual	2025 as of 9/5/2025
Rezoning	1	2	2
Total Equalized Value (RE & PP)	\$1,701,697,500	\$1,836,322,700	\$2,056,463,100
Zoning Code Amendments	4	1	2
Certified Survey Map (CSM)/Land Split	7	3	2
Residential Plats (In Limits)	1	1	0
Annexations	1	0	2

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: GENERAL GOVERNMENT

DEPARTMENT: STREETS, PARK, and RECREATION (SPAR) BUILDING MAINTENANCE

MISSION STATEMENT

This department is responsible for utilities and maintenance for the Street Park and Recreation offices and Community Center areas. The janitorial service and maintenance of this facility is managed by Public Works employees.

CITY OF KAUKAUNA

2026 BUDGET

*DIVISION: PUBLIC SAFETY
DEPARTMENT: AMBULANCE*

MISSION STATEMENT

As an integral part of the fire service in our community, the City of Kaukauna ambulance program will provide for the efficient care and safe transportation of victims of illness or injury. By maintaining the highest level of care and professionalism, the Firefighter/Paramedics will meet the community's needs to help ensure the safety and well-being of the populace.

2025 Goals and Objectives

- Greater community engagement from an EMS perspective.
- Increase the number of CPR classes given to targeted segments in our community.
- Complete EMS paperless integration, including electronic signatures.
- Participate in Wisconsin's GEMT program to improve our reimbursement rates for Medicaid transports.
- Continue efforts to maintain or improve cardiac survival rates in Kaukauna.
- Continue to work on various committees related to prehospital care and communications. The administrative staff serves on the local Regional Trauma Advisory Committee, Outagamie County EMS Chiefs' Association, and Fox Valley Technical College EMS advisory committee.
- Complete the annual review of the fire department's patient care guidelines, procedures, and protocols. The protocols are standing orders used during EMS calls. Our Service Medical Director Ryan Murphy M.D. and Division Chief-Operations will review the protocols and update them with the most current medications and patient care procedures.
- Comply with all regulations and standards set forth by OSHA, Wisconsin Department of Commerce, Wisconsin Department of Health and Family Services, and national health organizations.

2025 Accomplishments

- Strengthened wireless connectivity to reduce technical frustrations with paperless EMS reporting. Added additional validity rules for improved accuracy and reduced quality assurance time required.
- The department completed EMS paperless integration, including electronic signatures.
- Completed submission of the Wisconsin GEMT expenditure applications for years 2023 and 2024. The city received a payment of \$73,500 for year 2023 with the 2024 payment expected in November.
- Achieved a 33.3% survival rate for cardiac arrest patients in Kaukauna through September, surpassing both state and national averages.

CITY OF KAUKAUNA

2026 BUDGET

*DIVISION: PUBLIC SAFETY
DEPARTMENT: AMBULANCE*

2025 Accomplishments (continued)

- The upfitting of the department Quick Response Vehicle is complete, and personnel have been utilizing the unit to assist ambulance crews on emergency incidents.
- Continued to work on various committees related to prehospital care and communications. The administrative staff is active and serves on the local Regional Trauma Advisory Committee, Outagamie County EMS Chiefs' Association, and Fox Valley Technical College EMS advisory committee.
- Completed the annual review of the fire department's patient care guidelines, procedures, and protocols.
- The Division Chief-Operations continues to serve as a liaison between the fire department ambulance service and the numerous surrounding first responder agencies, coordinating patient care prior to fire department arrival at emergency incident scenes.
- Continued compliance with regulations and standards set forth by OSHA, Wisconsin Department of Commerce, Wisconsin Department of Health and Family Services, and national health organizations.
- All personnel completed the State of Wisconsin DHS's required continuing education hours for paramedic re-licensure.
- Provided EMS stand-by services at all high school football games, Bike to the Beat, Firecracker 5k, and Fox Cities Marathon.

2026 Goals and Objectives

- Recruit and retain qualified EMS personnel.
- Expand Community Outreach and Public Education by building public trust and reducing preventable EMS calls along with educating citizens on health emergencies and system usage.
- Increase the number of CPR classes given to targeted segments in our community.
- Continue to participate in Wisconsin's GEMT program to improve our reimbursement rates for Medicaid transports.
- Continue efforts to maintain and improve cardiac survival rates in Kaukauna.
- Enhance response readiness and efficiency, with the goal of reducing overall response times.
- Complete the annual review of the fire department's patient care guidelines, procedures, and protocols. The protocols are standing orders used during EMS calls. Our Service Medical Director Ryan Murphy M.D. and Assistant Chief/EMS Director will review the protocols and update them with the most current medications and patient care procedures.
- Improve patient care and clinical outcomes through consistent QA/QI review and hospital feedback.
- Comply with all regulations and standards set forth by OSHA, Wisconsin Department of Commerce, Wisconsin Department of Health and Family Services, and national health organizations.

CITY OF KAUKAUNA

2026 BUDGET DIVISION: PUBLIC SAFETY DEPARTMENT: BUILDING INSPECTION

MISSION STATEMENT

The mission of the Building Inspection Department is to protect and foster the health, safety and well being of Kaukauna residents who occupy or use the buildings within the corporate limits of the City. The mission not only entails inspecting the older housing units but also enforcing current codes and construction practices in new construction. The enforcement level of the Building Inspection Department not only affects the quality of construction today but also the safety and well-being of the occupants tomorrow.

2025 Goals and Objectives

- Continuing education for Building Inspection Department
- Continue outreach efforts to the citizens regarding ordinance and permit requirements.
- Outreach to other community departments on operational ideas.
- Assist the Community Development Director on additional tasks.
- Creation of updated information documents, and videos to better assist residence for online programs
- Creation of set office hours and better implementation of online scheduling of inspections
- Review ordinances for Clarity in areas relevant to the Department

2025 Accomplishments

- Updated part of section 14 to require surveys for new dwellings and additions
- Attended 4 of continuing education courses
- Tested multiple options for new ways for residents to schedule inspections and made improvements to existing process.

2026 Goals and Objectives

- Continuing education for Building Inspection Department
- Continue outreach efforts to the citizens regarding ordinance and permit requirements.
- Outreach to other community departments on operational ideas.
- Assist the Community Development Director on additional tasks.
- Review ordinances for Clarity in areas relevant to the Department
- Fully implement an online scheduling service for inspections

Performance Measurements:

	2023 Actual	2024 Actual	2025 as of 9/5/2024
Inspections Performed (Residential only)	1122	1120	1029
Total Building Permits Issued (Residential and Commercial)	1099	1098	845
New Single-Family homes	83	80	86
Two-Family Homes	3	2	0
Total Permit Fee's Collected	\$353,744	\$380,755	\$274,37

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: PUBLIC SAFETY

DEPARTMENT: FIRE

MISSION STATEMENT

The Kaukauna Fire Department is committed to providing a safe and healthy community for both citizens and businesses by minimizing fire loss through sound fire prevention efforts, competent suppression techniques, and efficient emergency medical care.

2025 Goals and Objectives

- Finalize specifications and place an order for a fire engine to replace our 2003 fire engine.
- Begin the formal process of a Strategic Plan or Standards of Cover document for the fire department.
- Continue to build additional task books for the development of our staff.
- Develop a new Health & Wellness program
- Expand Community Risk Reduction Initiatives
- Identify and address areas that are negatively impacting our ISO rating.
- Work to mitigate areas where we fall short of NFPA 1710 standards.

2025 Accomplishments

- Fire engine 'apparatus committee' established and is working on specifications for a new engine..
- Restructuring of the fire department was initiated, clarifying roles and adjusting the organizational structure.
- Expanded task book programs to ensure personnel are successfully functioning across multiple roles, minimizing response gaps.
- Conducted our first-ever mental health wellness checks for all staff.
- Implemented additional AI workflows for efficiency and to reduce errors.
- We partnered with the Red Cross for a "sound the alarm" event, installing smoke detectors in more than 20 homes in Kaukauna.
- Developed recruit transition plans for smoother integration into shift work.
- Continued emphasis on first-due engine operations with our current staffing situation.

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: PUBLIC SAFETY

DEPARTMENT: FIRE

2026 Goals and Objectives

- Finalize specifications for a new fire engine and commit to purchase.
- Continue implementation of the fire department restructuring.
- Continue to work on succession planning
- Maintain response times
- Transition of fire incident reporting to new NERIS system.
- Continue live fire, active shooter, and technical rescue scenarios with mutual aid partners.
- Continue work to mitigate areas where we fall short of NFPA 1710 standards.

CITY OF KAUKAUNA

2026 BUDGET

*DIVISION: PUBLIC SAFETY
DEPARTMENT: FIRE SAFETY*

MISSION STATEMENT

It is recognized that education and code enforcement are vital components in preventing fires and reducing fire losses. The Kaukauna Fire Department will sustain a comprehensive public awareness program within the community through regular fire prevention inspections and public education programming.

2025 Goals and Objectives

- Continue to work with partner agencies to support senior outreach programs in our community.
- All Kaukauna Fire Department staff members will continue to conduct company-based fire inspections throughout the community. We will continue to build a strong working relationship with our Code Enforcement Officer to address businesses that fail to correct fire code violations.
- All records will continue to be kept current to the Department of Commerce's regulations. We continue to send all NFIRS reports to the Federal database. All Fire Department members will have continuing education so that they are able to be kept up to date with the most current code interpretations.
- The general public will receive education in fire code compliance and fire prevention. The Kaukauna Fire Department will continue to provide community education on risk reduction.
- The Kaukauna Fire Department will continue to provide age-appropriate fire prevention education to all schools within the Kaukauna city limits.
- We will continue to partner with the Kaukauna Recreational Department's Safety Town program.

2025 Accomplishments

- As of September 30th, staff performed 810 fire inspections and identified 23 fire code violations.
- As of September 30th, we have met with 95 seniors in the community to discuss safety and risk reduction.
- Utilized social media to help spread awareness of forecasted severe weather and fire prevention tips.
- Continued to participate in Kaukauna Recreational Department's Safety Town program.
- Coordinated with the Red Cross to conduct (20) smoke detector installations in the summer of 2025.
- Distributed 20 free CO detectors to local residents, along with a total of 29 smoke detectors.

CITY OF KAUKAUNA

2026 BUDGET

*DIVISION: PUBLIC SAFETY
DEPARTMENT: FIRE SAFETY*

2026 Goals and Objectives

- Continue to work with partner agencies to support senior outreach programs in our community.
- Integrate a civilian fire inspector into our department.
- All Kaukauna Fire Department staff will assist in performing fire inspections as needed, with an emphasis on pre-planning.
- The general public will receive education in fire code compliance and fire prevention. The Kaukauna Fire Department will continue to provide community education on risk reduction.
- The Kaukauna Fire Department will continue to provide age-appropriate fire prevention education to all schools within the Kaukauna city limits.
- We will continue to partner with the Kaukauna Recreational Department's Safety Town program.

CITY OF KAUKAUNA

2026 BUDGET DIVISION: PUBLIC SAFETY DEPARTMENT: POLICE

MISSION STATEMENT

The mission of the Kaukauna Police Department is to enhance the quality of life in the City of Kaukauna by working cooperatively with the public to enforce the law, preserve the peace, reduce the fear of crime, and provide for a safe environment.

The Kaukauna Police Department will strive to provide quality police services and promote a “partnership for a safer community” through police and citizen interaction, with emphasis on education, respect fairness and integrity.

2025 Goals and Objectives

- Continue to hold PD open house in May
- Transition from Taser 7 to Taser 10 for patrol
- Explore rifle upgrade for patrol
- Continue with department wide employee wellness program
- Add additional evidence technicians
- Provide cell phone to patrol officers
- Continue to Provide Alice training to city businesses and school district
- Continue to develop and improve code enforcement position
- Plan for future PD retirements/ succession planning
- Develop creative ways to attract crossing guards
- Continue to participate in the “Lights of Christmas” Program

2025 Accomplishments

- Held 2 drug take back events and collected 557 pounds of prescriptions and non-prescription medication
- Held our annual Police Department open house in May during police week
- Continued with succession planning within the police department and hired a plus one officer to help with upcoming retirements
- Every officer participated in rescue task force training coordinated by the Sheriff's department.
- Participated in fund raising efforts for the “lights of Christmas program” which allows officers to give gift cards to families in need during the holiday.
- Gave 60 bike helmets to children who needed them in our community
- Held a Bike raffle for children in our community
- Every officer and record clerk participated in our employee wellness program
- Purchased 21 new duty rifles
- Provided each officer a cell phone for better communication with the public/evidence collection photos/body cam app/flock app
- Provide ALICE training to the Kaukauna Area School District, local businesses and organizations
- Transitioned from Taser 7 to Taser 10
- Continued to enhance out code enforcement position
- Participated in numerous public relations events- Touch a truck/school tours of PD/Trunk or Treat/crime prevention talks/find the rock (Facebook)

CITY OF KAUKAUNA**2026 BUDGET**
DIVISION: PUBLIC SAFETY
*DEPARTMENT: POLICE****2026 Goals and Objectives***

- Explore the possibility of adding a part-time civilian evidence technician
- Continue to train officers in scenario based DAAT (defense and arrest tactics) and firearms training
- Work with the city on installing cameras in city parks and high traffic areas
- Explore the possibility of adding more Flock cameras in the city
- Continue holding our PD open house
- Provided ALICE training to the school district and business' in the city
- Enhance our peer-support program
- Continue to participate in the "Lights of Christmas" program
- Continue with our succession planning within the department due to retirements
- Explore creative ways to have positive interactions with the community

CITY OF KAUKAUNA**2026 BUDGET**

*DIVISION: PUBLIC SAFETY
DEPARTMENT: SCHOOL PATROL*

MISSION STATEMENT

The City of Kaukauna School Crossing Guard program provides uniformed adult supervision at seven school intersections where the majority of the students cross within the City. The crossing guards assist students, bikers and pedestrians when they are crossing the intersections to and from their classes. This service is provided between the hours of 7:00 and 8:15 A.M., and from 2:45 through 4:00 P.M. on school days.

During three weeks in June, three of our crossing guards are involved in the Safety Town program that is designed to teach safety habits to the children who are entering kindergarten. It has evolved into a comprehensive program covering everything from crossing the street, to playground behavior, littering, avoiding poisons, stranger danger, call 911 and fire prevention. Police Officers and Firemen also participate as guest speakers.

CITY OF KAUKAUNA**2026 BUDGET***DIVISION: HEALTH AND SOCIAL SERVICES**DEPARTMENT: ALCOHOL & OTHER DRUG AWARENESS****MISSION STATEMENT***

The Alcohol and Other Drug Abuse Prevention Board's mission as defined by City ordinance is as follows.

The Board shall take such steps as it determines necessary to educate the public regarding the problems of alcohol and other drug abuse and to develop public information programs to relation thereto.

The Board shall make recommendations to the Council in cases where Council action is required on matters pertaining to the prevention of alcohol and other drug abuse.

To the extent possible the Board shall coordinate all activities related to the prevention of alcohol and other drug abuse in the City and shall cooperate with other county and state agencies organized for a similar purpose.

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: TRANSPORTATION

DEPARTMENT: BRIDGE MAINTENANCE

MISSION STATEMENT

The mission of the bridge maintenance department is to provide for the operation of the city's lift bridge. Operation expenditures include inspections, maintenance and utilities for the bridge and tender building.

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: TRANSPORTATION

DEPARTMENT: BUS SUBSIDY

MISSION STATEMENT

This department accounts for the cost of Valley Transit bus service that is provided to the City. The Service is provided by the City of Appleton that is shared among all Fox Valley Municipalities.

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: TRANSPORTATION

DEPARTMENT: ENGINEERING

MISSION STATEMENT

Develop and carry out the City's capital improvement program including the design, construction, inspection and management of streets, sewers, sidewalks, associated rehabilitation programs and all other City public works projects. Operate and manage the City's Sanitary Sewer Utility and Stormwater Utility. Implement the City's Right-of-Way Management Ordinance requirements. Perform survey work, conduct traffic studies as needed, review and inspect new construction and re-development sites, compile special assessments, and maintain official maps and records.

2025 Goals and Objectives

- Complete construction projects including sewer, stormwater, and paving in a timely, cost-effective manner while minimizing disruptions to residents and the travelling public.
- Work with the Wisconsin Department of Transportation, Wisconsin Department of Natural Resources, Outagamie County Highway Department, and other agencies as needed to effectively carry out the duties delegated to the Department of Public Works.
- * Continue to work with KASD, KPD, and Street Department on school zone improvements, school walking route improvements, and bus stop improvements.
- * Continue to work with Community Enrichment to design improvements and increase accessibility for all residents to City parks and trails.
- * Evaluate improvements to pedestrian and bicycle facilities in conjunction with street and sidewalk improvement projects and implement them when practicable.
- Assist other City departments and department heads when requested.
- Work with the Heart of the Valley Metropolitan Sewerage District (HOVMSD) within the Capacity, Management, Operations, and Maintenance (CMOM) program and Clearwater Sustainability Program to reduce the amount of inflow and infiltration that enters the sanitary sewer system. This work will include sewer rehabilitation projects, replacement of private sanitary sewer laterals, flow monitoring, annual televising/inspection of sanitary sewer mains and manholes, and any other tasks recommended by the HOVMSD and its consulting engineer, when it will also best serve the interest of the City.
- Work with the Wisconsin Department of Natural Resources to meet water regulations and improve storm water quality throughout the Municipal Separate Storm Sewer System (MS4).
- Work with Kaukauna Utilities to coordinate sanitary sewer main, water main, and lateral replacement projects.
- Work with Kaukauna High School civic engagement class to plan improvements for Grignon Park
- * Continue to improve communications with residents and businesses about City operations and projects that may affect them directly.

Successfully complete the following projects:

- * Complete 1000 Islands Boardwalk project
- * New office space and installation of a sorting machine at Kaukauna Public Library
- * Update Playground Equipment at Strassburg Park
- * Navigation Canal Seawall Project Installation and repaving of adjacent trails
- * CTH Z –State Street Sidewalk Extension
- * Complete Quiet Zone Railroad Crossing Improvements
- * Complete design for LaFollette Park Site and Restroom Improvements
- * Grignon Park Stream Restoration and Parking lot addition
- 2025 Concrete Street Paving Project – Mostly new construction areas
- Sanitary Sewer and Water Main Relay Projects with Kaukauna Utilities- Desnoyer Street Area
- Complete a Cured-In-Place Pipe (CIPP) project along the Fox River and in easements

* = Aligns directly to Strategic Plan Goal

- K4 Basin Flood Storage Project – Linda/Thelen Storm Sewer System
- Badger Road Pond
- Erosion Control - Stormwater Outfall / Streambank Restoration Project at Hoersch Property
- Parking lot pavement replacement at Upper Grignon, Lower Riverside, Pool/Well Lot
- Complete Alley rehabilitation projects including W 9th Street and E 2nd Street
- Complete remediation of the Fox Shores RR Site.

2025 Accomplishments

- Completed construction projects including sewer, stormwater, and paving in a timely, cost-effective manner while minimizing disruptions to residents and the travelling public.
- * Continued to work with KASD, KPD, and Street Department on school zone improvements, school walking route improvements, and bus stop improvements.
- * Continued to work with Community Enrichment to design improvements and increase accessibility for all residents to City parks and trails.
- * Evaluated improvements to pedestrian and bicycle facilities in conjunction with street and sidewalk improvement projects.
- Worked with the Heart of the Valley Metropolitan Sewerage District (HOVMSD) within the Capacity, Management, Operations, and Maintenance (CMOM) program and Clearwater Sustainability Program to reduce the amount of inflow and infiltration that enters the sanitary sewer system.
- Worked with the Wisconsin Department of Natural Resources to meet water regulations and improve storm water quality throughout the Municipal Separate Storm Sewer System (MS4).
- Work with Kaukauna Utilities to coordinate sanitary sewer main, water main, and lateral replacement projects.
- Worked with Kaukauna Area School District on proposed Middle School site including road layouts, pedestrian access, utilities, and lead coordination of the same with multiple agencies.
- Worked with Kaukauna High School civic engagement class to plan improvements for Grignon Park
- * Continued improvements to communications with residents and businesses about City operations and projects that may affect them directly.
 - * Completed 1000 Islands Boardwalk project
 - * Completed office space and meeting room installation with Kaukauna Public Library
 - * Completed installation of a sorting machine with Kaukauna Public Library
 - * Updated Playground Equipment at Strassburg Park, replaced BB court, constructed shelter, and added other amenities
 - * Navigation Canal Seawall Installation- Repaving of adjacent trails Fall '25 or spring '26
 - * Added CTH Z –State Street Sidewalk Extension to Ash Grove Place
 - * Installed marked enhanced trail crossings at 1000 Islands
 - * Installed RRFB Flashing Pedestrian Crossing for Aquatic Center/Doty Bayorgeon area
 - * Completed Permitting for Quiet Zone Railroad Crossing Improvements
 - * Created plans for Grignon Park Stream Restoration and parking lot addition, construction in Winter '25/'26
 - Completed 2025 Concrete Street Paving Project – Blue Stem Area
 - Sanitary Sewer and Water Main Relay Projects with Kaukauna Utilities- Phase 2 of Desnoyer Street Area and Thelen Ave/Linda Ct Area
 - K4 Basin Flood Storage Project – Linda/Thelen parallel Storm Sewer System
 - Applied for and received a grant to restore areas at 1000 Islands - Stormwater Outfall / Streambank Restoration Project at Hoersch Property
 - Pavement replacement at Upper Grignon parking lot, High Street, and E 2nd Street Alley
 - Completed Alley rehabilitation project including 9th / 10th Street Alley
 - Worked with KKPD to update 7.12 Parking Regulations of the municipal code

* = Aligns directly to Strategic Plan Goal

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: TRANSPORTATION

DEPARTMENT: ENGINEERING

2026 Goals and Objectives

- Complete construction projects including sewer, stormwater, and paving in a timely, cost-effective manner while minimizing disruptions to residents and the travelling public.
- Work with the Wisconsin Department of Transportation, Wisconsin Department of Natural Resources, Outagamie County Highway Department, and other agencies as needed to effectively carry out the duties delegated to the Department of Public Works.
- * Continue to work with KASD, KPD, and Street Department on school zone improvements, school walking route improvements, and bus stop improvements.
- * Continue to work with Community Enrichment to design improvements and increase accessibility for all residents to City parks and trails.
- * Evaluate improvements to pedestrian and bicycle facilities in conjunction with street and sidewalk improvement projects and implement them when practicable.
- Assist other City departments and department heads when requested.
- Work with the Heart of the Valley Metropolitan Sewerage District (HOVMSD) within the Capacity, Management, Operations, and Maintenance (CMOM) program and Clearwater Sustainability Program to reduce the amount of inflow and infiltration that enters the sanitary sewer system. This work will include sewer rehabilitation projects, replacement of private sanitary sewer laterals, flow monitoring, annual televising/inspection of sanitary sewer mains and manholes, and any other tasks recommended by the HOVMSD and its consulting engineer, when it will also best serve the interest of the City.
- Work with the Wisconsin Department of Natural Resources to meet water regulations and improve storm water quality throughout the Municipal Separate Storm Sewer System (MS4).
- Work with Kaukauna Utilities to coordinate sanitary sewer main, water main, and lateral replacement projects.
- Work with Kaukauna High School civic engagement class to plan improvements for Grignon Park
- * Continue to improve communications with residents and businesses about City operations and projects that may affect them directly.

Successfully complete the following projects:

- * Kakalin Trail Extension
- * Complete resurfacing of trails adjacent to Navigation Canal Seawall Project
- * Complete CONstruction of Quiet Zone Railroad Crossing Improvements
- * Complete design and construction for LaFollette Park Site and Restroom Improvements
- * Complete Grignon Park Stream Restoration and parking lot addition
- * Complete design and begin installation of sports complex at Inside the Park Place
- 2026 Concrete Street Paving Project – Hurkman 4, 9th Street Area, Washington/Florence
- Sanitary Sewer and Water Main Relay Projects with Kaukauna Utilities- Ann Street and Riverside Park Areas
- Cured-In-Place Pipe (CIPP) projects along the Fox River, in easements, and in Industrial Park 1
- Sewer Extensions for Konkapot Interceptor and Evergreen Drive
- Update traffic controller and related equipment at CTH CE/Q Intersection
- Install Downtown District Dumpster Corrals
- Stormwater Outfall / Streambank Restoration Project at Hoersch Property – with Outagamie County Land Conservation Dept.
- Complete remediation of the Fox Shores RR Site
- Resurface MSB and Third Street Parking Lots
- Upgrade CE Sanitary Sewer Lift Station Controls

* = Aligns directly to Strategic Plan Goal

CITY OF KAUKAUNA**2026 BUDGET***DIVISION: TRANSPORTATION**DEPARTMENT: EQUIPMENT MAINTENANCE & REPLACEMENT****MISSION STATEMENT***

The mission of this department is to provide operating departments with service, maintenance, and repairs to assigned vehicles and equipment. Duties include ordering of parts, changing of oil, lubrication, engine tuning, repairs, equipment painting, mounting plows, etc. This department also administers the annual systematic equipment replacement program.

CITY OF KAUKAUNA**2026 BUDGET***DIVISION: TRANSPORTATION**DEPARTMENT: FORESTRY****MISSION STATEMENT***

The forestry department is responsible for the planting, trimming, and removal of trees and stumps from terraces, parks or from areas where it interferes with city property. The proper clearance of city streets, alleys, and sidewalks, and the removal of trees and branches during scheduled pickup dates and after damaging storms.

CITY OF KAUKAUNA**2026 BUDGET***DIVISION: TRANSPORTATION**DEPARTMENT: SNOW & ICE CONTROL****MISSION STATEMENT***

The mission of the Snow and Ice Control Department is to keep streets and city owned sidewalks open to traffic in all winter conditions and to provide skid free pavement surfaces at intersections, stop and yield signs. Responsibilities and expenditures include ordering of blades, chains, salt, and chips for mixing and stockpiling, application of these materials, plowing, removal, and hauling of snow. Also included is the removal of snow and ice from private walks when not performed by owners. Private snow and ice removal is billed to the property owner.

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: TRANSPORTATION

DEPARTMENT: STREET DEPARTMENT ADMINISTRATION

MISSION STATEMENT

The mission of Street Department Administration is to provide effective and efficient management of the street, sanitation, and park departments. Street department administration is in charge of and responsible for maintenance and repair of streets, alleys, curbs and gutters, sidewalks, street signs, traffic control devices, storm sewers, sanitary sewers, city buildings and structures, parks, athletic fields and all machinery, equipment and property used in any activity under departmental control.

The administration has charge of such public services as garbage and refuse collection and disposal, snow and ice control, street cleaning and flushing, recycling and such other activities as may be assigned from time to time by the council.

The administration determines the priorities, objectives, policies, procedures and overall resource needs. The administration is also responsible for the development and implementation of public policies regarding the street, sanitation, and park departments.

2025 Goals and Objectives

- Continue to provide effective and efficient direction and control of the Street and Park Departments.
- Maintain the city's designation, "Tree City USA" by the National Arbor Day Foundation.
- Provide continuing education opportunities for all Street and Park department personnel.
- Continue emphasizing safety and provide the equipment and tools necessary to achieve a safe working environment.
- Continue working with safety coordinator to provide safe work environments while maintaining optimum efficiency.
- Continue with systematic equipment replacement. Equipment scheduled to be replaced in 2025 is replacement of skid loader, replacement of 1991 John Deere grader, replacement of 1 ton truck with plow, replacement of dump truck #212, converting garbage truck 228 to an automated leaf collector, and purchase of a new automated garbage truck.
- Work with Director of Public Works, Communications Coordinator, and Planning Department on informing residents and implementing on the 3rd phase of the waste ordinance 11.11
- Work with Director of Public Works and city of Kaukauna clubs on agreements for athletic field and facility use.
- Continue professional relationships with the many clubs and organizations that organize events for the youth and citizens of Kaukauna.
- Continue with the removal and restoration of many ash trees located in open park areas.
- Continue planting of various varieties of trees to replace the dead and declining trees throughout the park systems
- Provide high quality services to residents with weekly garbage collections, brush collections, metal and white good collections, tire collections, special yard waste collections, large and irregular collections, and leaf collections.
- Continue to promote more online renewals for the more than 1,400 disposal site users.
- Install siding on the 1000 Islands Nature Center.
- Make repairs to Horseshoe Park concession building.
- Provide the response of personnel and equipment to all weather emergencies for safe travel throughout the city.

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: TRANSPORTATION

DEPARTMENT: STREET DEPARTMENT ADMINISTRATION

2025 Accomplishments

- The Street and Park Department continued to provide effective and efficient maintenance services for the city residents, its visitors, various organizations, and the Kaukauna area school district. Routine maintenance (refuse collection, snow removal, street repair, park care, sewer maintenance, weed cutting, street maintenance, vehicle maintenance, etc.) was performed throughout the year.
- The city received recognition for the 32nd year in a row as a “Tree City USA” by the National Arbor Day Foundation. The award identifies the city as one which realizes the benefits of tree planting and maintenance of the urban forest.
- In 2025 crew members went to Salt Wise training and equipment show at Outagamie County Highway Department, participated in the Snowplow Rodeo in Appleton, and the city mechanic had training on Pierce fire trucks. Training sessions were conducted monthly for staff by MEUW on topics to continue to be compliant with OSHA standards. Safety committee would meet monthly or quarterly and discuss safety topics brought forth from the street crew, also reviewed incident and injury reports to determine solutions to prevent events from occurring.
- Equipment upgrades awarded in 2025 were the replacement of a motor grader, replacement of a 5yd dump truck, replacement of a 1-ton dump truck, replacement of an automated garbage truck, and replacement of an engineering pickup truck.
- City crews removed old playground equipment, provided all site work, poured new ADA accessible sidewalk, installed playground mulch, planted trees, and provided a base for a new basketball court at Strassburg Park.
- Siding, fascia, and soffit were installed on the 1000 Islands Nature Center. Upgrades to pedestrian safety were made by painting crosswalks and adding signage at trail crossings of CTH Z. Staff installed a new bridge over a waterway on the 1000 Islands trails.
- A New steel roof, fascia, and soffit were installed on the concession stand at Horseshoe Valley Park.
- Upgrades to trails were made by installing benches, shoulder clearing, and crack filling of joints on asphalt surfaces.
- All mulch playgrounds were upgraded by adding engineered wood fiber to help with safety and accessibility.
- A new LED athletic field light was installed on the hardball baseball diamond.
- Crosswalks, curbs, and parking lots were painted throughout city lots, around schools and churches, and on main streets in the city.
- Street Crews made repairs to 5 storm inlets and sanitary manholes.
- Street crews worked on pedestrian safety routes at 1000 islands, Doty Bayorgeon, Aquatic center, Grignon Park and various city sidewalks by tapering trip hazards by concrete grinding.
- Mastic material was added to potholes and larger separations on STH 55.
- Crews were out for 5 weeks sealing joints and cracks on city streets and parking lots.
- Crews collected over 4,100 cu yards of leaves through 6 weeks of curbside collection.
- Special Events were another success in 2025, to date crews have helped with 29 events. Street staff provided materials for road closures and detours while also supplying materials like seating and waste receptacles for all events with requests.
- Crews responded to 13 winter weather events to plow and salt city streets, sidewalks, parking lots, and trails.
- Cleaned over 94,000 lineal feet of sanitary sewer mains to date
- Approximately 470 manholes were inspected
- Over 528,000 gallons of leachate have been pumped from the Lehrer landfill.
- 4 valves at Augustine Lift Station and one at Dodge St. Have been replaced.

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: TRANSPORTATION

DEPARTMENT: STREET DEPARTMENT ADMINISTRATION

2026 Goals and Objectives

- Continue to provide effective and efficient direction and control of the Street and Park Departments.
- Maintain the city's designation, "Tree City USA" by the National Arbor Day Foundation.
- Provide continuing education opportunities for all Street and Park department personnel.
- Continue emphasizing safety and provide the equipment and tools necessary to achieve a safe working environment.
- Continue working with safety coordinator to provide safe work environments while maintaining optimum efficiency.
- Continue with systematic equipment replacement. Equipment scheduled to be replaced in 2026 is replacement of the Snow Go Snow Blower, 1-ton dump truck, half ton pickup truck, and an addition of one UTV for seasonal staff.
- Work with Director of Public Works and Communications Coordinator on the changes to the Municipal Disposal Site.
- Advertise and implement the new residential collection routes.
- Work with Director of Public Works and private clubs on agreements for athletic field and facility use.
- Continue professional relationships with the many clubs and organizations that organize events for the youth and citizens of Kaukauna.
- Continue with the removal and restoration of many ash trees located in open park areas.
- Continue planting of various varieties of trees to replace the dead and declining trees throughout the park systems
- Provide high quality services to residents with weekly garbage collections, brush collections, metal and white good collections, tire collections, special yard waste collections, large and irregular collections, and leaf collections.
- Continue to promote more online renewals for the more than 2,000 disposal site users.
- Rebuild the retaining wall below Friends and Neighbors Park.
- Finish the upgrades to Strassburg Park by building an open-air shelter, installing a new backstop and Gaga Ball court, and finishing final site restoration.
- Provide the response of personnel and equipment to all weather emergencies for safe travel throughout the city.

CITY OF KAUKAUNA

2026 BUDGET

*DIVISION: TRANSPORTATION
DEPARTMENT: STREET LIGHTING*

MISSION STATEMENT

This department accounts for the cost of maintaining and operating the streetlights and decorative theme lights within the city. All streetlights are owned and operated by Kaukauna Utilities.

CITY OF KAUKAUNA**2026 BUDGET***DIVISION: TRANSPORTATION**DEPARTMENT: STREET MAINTENANCE****MISSION STATEMENT***

The mission of the street maintenance department is to provide smooth, safe pavements for vehicular and bicycle movement. Street maintenance activities include the tarring of joints, patching of potholes, patching for street oiling, grading gravel streets, repairing curbs, and guard rails. Reconstruction of small sections of concrete, asphalt, and gravel streets and alleys is also performed.

All Department of Public work laborer staff is being budgeted under this department

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: TRANSPORTATION

DEPARTMENT: STREET SIGNS & MARKERS

MISSION STATEMENT

The mission of the street signs and markers department is to make, install, repair, and replace traffic control and street signs. This department is also responsible for painting traffic lanes, crosswalks, parking stalls, no parking areas, etc. on all city streets and parking areas.

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: TRANSPORTATION

DEPARTMENT: TRAFFIC CONTROL

MISSION STATEMENT

The traffic control department's mission is to provide for the maintenance, repair, and safe operation of the city's seven signalized intersections, signalized pedestrian crossings, and all other powered traffic control and warning signage. This includes labor, parts, contractual services, and electrical services.

CITY OF KAUKAUNA**2026 BUDGET**

*DIVISION: TRANSPORTATION
DEPARTMENT: WEED CONTROL*

MISSION STATEMENT

The mission of the weed control department is the control of noxious weeds. Responsibilities include the mowing of street right-of-way's, vacant lots, and lawns which property owner have neglected to maintain. Weed/grass control on private property is charged to the property owner. This department's expenditure also includes the repair of weed eaters and hand mowers

CITY OF KAUKAUNA**2026 BUDGET***DIVISION: SANITATION**DEPARTMENT: REFUSE COLLECTION****MISSION STATEMENT***

The mission of the Refuse Collection Department is to provide maintenance to the multiple refuse trucks, regular weekly collection of garbage and rubbish and to transport this garbage to a disposal site in order to enhance public health, sanitation and community appearance. Also included in budget expenditures are the various special collections for large and irregular, spring and fall clean up, and tire collection weeks.

CITY OF KAUKAUNA**2026 BUDGET***DIVISION: SANITATION**DEPARTMENT: REFUSE DISPOSAL****MISSION STATEMENT***

The mission of the refuse disposal department is to account for the tipping fees for disposal of refuse and debris and for the fees associated with the city's recycling program. Also included are the costs associated with the processing of waste concrete, yard debris, leaves and brush located at the city leased site at the Red Hills Landfill, and the contracted disposal costs to remove the recycling and waste oil from the city disposal site.

CITY OF KAUKAUNA

2026 BUDGET

*DIVISION: COMMUNITY ENRICHMENT
DEPARTMENT: ADULT PROGRAMS*

MISSION STATEMENT

To provide adult citizens organized sports leagues to include men's softball and adult coed kickball.

2025 Goals and Objectives

- Utilize new pickleball courts and increase program participation by 10%
- Create 1-2 new Adult league or program
- Continue working towards finding partnerships on programs

2025 Accomplishments

- Continued all existing pickleball programs and hired new instructor
- Offered 2 new programs - co-ed softball league and adult golf league
- Continue working towards finding partnerships on programs
 - Collaborated with Ghost Town Fitness cross promote and offer classes to seniors & older adults
 - Contacted local pickleball organizations to gage interest in leagues, tournaments, etc

2026 Goals and Objectives

- Improve program participation in already successful programs by 5%
- Create 1 new adult league or program that successfully runs
- Expand adult fitness offerings with new classes & one-time events

Service Efforts:

INDICATOR	2023	2024	2025
Adult Coed Kickball Teams	5	5	5
Adult Men's Softball Teams	23	22	20
PAC Trips	56*	53*	103*
Pickleball	54*	72*	21*
Zumba	36	60*	62*
Yoga	54*	58*	10
Fitness Fusion	-	-	6
Holiday Sampler	-	6	6*
Adult Golf	-	-	0

*Fall Program Registration is ongoing

CITY OF KAUKAUNA**2026 BUDGET***DIVISION: COMMUNITY ENRICHMENT**DEPARTMENT: ATHLETIC FIELDS****MISSION STATEMENT***

The mission of the athletic field department is to provide and maintain recreation facilities available for use by the public, recreation department, local private clubs and the Kaukauna Area School District. The city maintains fields and buildings at the Doty Bayorgeon recreational facility, Horseshoe Park, Riverside Park, Grignon Park and Jonen Park.

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: COMMUNICATIONS

DEPARTMENT: CIVIC PROMOTIONS

MISSION STATEMENT

Civic promotion is responsible for promoting the public image of the city. Kaukauna has supported City-wide events in the past including Memorial Day contribution & annual Christmas parade.

Funds have been allocated within this department to provide financial support for various types of events. If you're interested in applying for financial assistance, you can find an application on the city's website under the Finance Department's section. This application provides comprehensive information about the specific requirements and expectations for the support provided by the city for your event.

2025 Accomplishments

- Participated in the 2025 Travel Wisconsin Co-Op for the first time
 - Ad in email marketing campaign featured the Aquatic Center: Email was opened by 17,356 individuals. Received 699 visits to the Aquatic Center page the day the email went out.
- Renewed our digital article with Livability Fox Cities.
 - As of April 2025: 7,236 views, 3,734 sessions, with an engagement rating of 92%.
- Placed an ad in the Fox Cities Magazine 2026 City Guide (new).
- Implemented Sprout Social for MSB, Library and SPAR usage.
 - Increased engagement rates across all included platforms by 23.4% and post link clicks by 26.1% as compared to January-August 2024.

2026 Goals and Objectives

- Participate in the Travel Wisconsin Travel Guide (new).
- Look for further advertising opportunities in Green Bay and surrounding areas.
- Implement a social media archiving solution to stay in compliance with open records laws.
- Implement tools to help the city's website reach and maintain web accessibility in accordance with WCAG 2.1 AA standards by April 2027.

CITY OF KAUKAUNA

2026 BUDGET

*DIVISION: COMMUNITY ENRICHMENT
DEPARTMENT: COMMUNITY CENTER*

MISSION STATEMENT

This category is primarily related to programs offered to senior citizens.

2025 Goals and Objectives

- Offer 2-3 additional senior programs
- Increase marketing and exposure for senior programs
- Partner with local businesses and organizations for XYZ and other senior programs

2025 Accomplishments

- Offered Strong Bodies 2x per week
-
- Successfully partnered with community businesses and organizations for XYZ programs.
- Created a new program for seniors, Game Day!
- Increased XYZ group participation by 13%* as of September.

2026 Goals and Objectives

- Offer one more senior fitness class on top of Strong Bodies
-
- Collaborate with local businesses to grow XYZ Program.
- Research and add additional 1-2 senior programs.
- Partner with travel business to offer a bus trip to seniors.

Service Efforts:

INDICATOR	2023	2024	2025
# of Community Room bookings	414	597	531*
# of 3 rd Street Conference Rm bookings	84	59	61*
XYZ Group Participants	205	198	226*
Strong Bodies	146	118	183*

*Fall Program Registration is ongoing

CITY OF KAUKAUNA**2026 BUDGET**

*DIVISION: COMMUNITY ENRICHMENT
DEPARTMENT: DANCE CLASSES*

MISSION STATEMENT

This category is intended to provide adult and youth dance lessons, which may include tap, tumbling, ballet, hip hop, lyrical jazz, break dancing & tricks, musical theatre and jazz for boys and girls ages 1 through high school ages. We offer a six-week beginner program in the spring, two 5-week summer sessions and a 12-week program that begins in September and concludes with a showcase in December. Additionally, a 12-week program beginning in January and ending in April with a showcase.

2026 Goals and Objectives

- Include dance into youth sports programming structure

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: COMMUNITY ENRICHMENT

DEPARTMENT: GRIGNON MANSION

MISSION STATEMENT

To preserve and interpret the diverse history of the Grignon family and their impact on the Fox River Valley through programming, interactive learning, and community partnerships.

2025 Goals and Objectives

- Clearly define the City of Kaukauna's plans for the Grignon Mansion
- Create two new programs

2025 Accomplishments

- Successfully trained and onboarded a new Community Enrichment Program Manager.
- Successfully added a new blacksmith volunteer. Reopen shop for the first time since 2020.
- Established a partnership with local artisan to launch candle making program at the Grignon Mansion.
- Successfully updated Friends membership criteria and brought in 6 new volunteers.
- Hosted a children's painting program at the Grignon Mansion.
- Worked with Kaukauna Local Historian to digitalize historic files.
- Successfully changed the car show to the Rob Jackels Memorial Car Show in tribute to longtime Friend.
- Hosted annual events
 - Little Chute Community Band (75 attendees)
 - Rob Jackels Memorial Car Show (45 car show entries, 30 Mansion tour attendees)
 - Civil War Living History Demonstration (352 Attendees)
 - Christmas Tours (2024 – 363 attendees over 4 days)

2026 Goals and Objectives

- Grow social media presence.
- Create and host "Lost Arts" fair in summer 2026.
- Host candle making program at the Grignon Mansion.
- Continue to search for fundraising or grant opportunities for the Grignon Mansion.
- Continue partnership with Kaukauna Elks to offer school group tours.
- Continue to work with Kaukauna Local Historian to digitalize historical files.
- Determine the sustainability of current offerings and partnerships

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: COMMUNITY ENRICHMENT

DEPARTMENT: LIBRARY

MISSION STATEMENT

The Kaukauna Public Library educates, inspires, and connects individuals and the community through materials, services and programs.

2025 Goals and Objectives

- Begin the process of organizing both digital and paper files.
- Implement new automated materials handling system in conjunction with the Capital Improvement Project.
- Increase the number of culture-based programs.
- Explore and implement one new format of library materials for children in audio format.

2025 Accomplishments

- Organized both physical and digital files within the building.
- Opened the Garden Room for bookings for the fall-winter semester.
- Prepped and ready to add an AMHS machine this fall.
- Added both Wonderbooks and Vox books in the children and teen audio collections. KPL was also the first library in the system to order adult Wonderbooks.
- Received \$500 “in recognition of the Kaukauna Public Library’s unwavering commitment to inspiring healthy lifestyles for kids and families and your continuous volunteer support of the event” from the Fox Cities Marathon.
- Received a Dollar General Family Literacy Grant to provide adult English classes for free, as well as getting multi-lingual books into the hands of district ESL families.
- Created First Nations learning bins for check out.
- Collaborated with KASD on family literacy nights at the library.
- Partnered with 1,000 Islands on a Three Sisters Garden.
- Inventoried and purchased all missing series titles for the Science Fiction/Fantasy collection and the Inspirational collection.
- Worked with multiple libraries in the system to get Hoopla to change reporting capabilities to include Hoopla check outs into county allocation funding formulas.
- Transitioned two Library Assistants from part-time to fulltime.
- Worked with Appleton Public Library on the Fox Cities Reads, featuring nationally known author Angeline Boulley in the Fox Cities in March.
- Distributed 1,081 lunches to children.
- Hosted one job exploration training student from KHS.
- Hosted one workforce development individual.
- Offered our annual school supply drive for students in need. Currently, collecting winter clothing supplies for the next drive.
- Were a host site for Girl Scout Troop 2195 to collect bags to recycle into a bench.
- Were a host site for KHS prom donations.
- Participated in a statewide postcard writing campaign to support public libraries.
- Featured KASD early education teachers as guest storytime readers at summer Garden Storytime, so little friends could maybe meet their future teacher in advance.
- Collection site for Miss Amazing State Queen’s community service project to benefit the Fox Valley Humane Association.
- Created teen mental health kit giveaway.
- Created a seed library.
- Hosted the “We Stand on their Shoulders” A History of Wisconsin Women and voting traveling exhibit including a panel event with local women business owners.
- Increased gaming programming including electronic, board and card games.
- Participated in the Help for the Homeless Hygiene Drive.
- Hosted the “Our Afghan Neighbors” exhibit on loan from the History Museum at the Castle.
- Hosted Fox Valley Literacy’s display “The Faces of Literacy.”
- Started a full audit of library card applications, which is close to 15,000 paper records.

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: COMMUNITY ENRICHMENT

DEPARTMENT: LIBRARY

2025 Accolades

- “This is amazing. Every time I think I know how cool our community is, I am amazed some more. Thanks Kaukauna Public Library.” Facebook user in regards to Teen Mental Health Kits.
- “My library is important to me and the community. A public library is the true heart and soul of a community. Libraries are free public spaces accessible to all and the programs and services that are available are so important. I go to book clubs, adult education programs, check out free materials, and take my husband to memory cafe’s at the library. The library is a lifeline for us.” Postcard campaign.
- “They provide me with an array of entertaining and informational material. Kaukauna has an array of displays of new books. I always bring hom a stack of children and adult books. I’m in my 70’s and libraries provide so much.” Postcard campaign.
- “Love the library great books and staff.” InfoSoup Comment Box
- “Wow!! my most humble and sincerest appreciation to you, Gavin and Ashley. You have provided more information than I ever expected and I am so thankful.” Patron who inquired about the death of a family member in the early 1900’s.
- “We Love our Library! Thanks for being amazing KPL!” Facebook user.
- “I read every day from books that are supplied by the Kaukauna Public Library. It enables me to stay mentally strong and active.” Postcard campaign.
- “We have the coolest and most beautiful library in Kaukauna.” Facebook user.
- “Great idea! Your library is amazing. I bring my grandson there.” Facebook user.
- “We love garden story time!” Facebook user.
- “Thank you for offering this spectacular event! My grandsons enjoyed it!” Facebook user.
- “It was a blast thank you for doing these kinds of things for the kiddos.” Facebook user.
- “My kids and I come at least once a week to play and attend events! We love our library! Come see how awesome Kaukauna Public Library is for yourself.” Postcard campaign.

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: COMMUNITY ENRICHMENT

DEPARTMENT: LIBRARY

2026 Goals and Objectives

- Create the next Library strategic plan for 2027-2031. The current strategic plan is for 2022-2026.
- Create content for the Library website including, but not limited to: a social story for visiting the Library and a video of the Library to accompany the social story.
- Revamp the Homebound Delivery program.

	2023	2024	2025 (8 mos.)	Explanation
Visits	98,018	109,887	74,885	Appleton library opened this year.
Circulation	141,597	154,664	109,576	Appleton library opened this year.
E-Circulation	30,763	39,622	26,775	
Teacher Packs	42	28	16	
Loan Rate	28,154	34,267	26,816	We want loan/borrow rate to balance.
Borrowing Rate	36,408	43,245	30,416	We want loan/borrow rate to balance.
Program Attendance	20,079	25,510	19,633	
Juvenile	11,456	13,606	9,499	
Adult	1,757	1,977	1,045	
General Interest	6,866	9,927	9,089	
Library Space Usage	2,484	2,570	1,674	
Study Rooms	1,740	1,762	1,075	
Meeting Rooms	744	808	599	
Computers Use	3,670	3,581	2,521	
Wi-Fi Usage	16,249	15,634	10,664	
Virtual Access	44,081	33,639	23,006	
Tech 1:1 Instruction	133	125	86	
Local History Inquiry	167	137	106	
Volunteer Hours	1,204	1,042	793	
New Facebook Likes	903	441	399	
Cardholders	11,261	10,943	11,371	
Media Mentions	18	35	30	

CITY OF KAUKAUNA

2026 BUDGET

*DIVISION: COMMUNITY ENRICHMENT
DEPARTMENT: SWIMMING POOL*

MISSION STATEMENT

To provide aquatic programs including open swim, swim lessons, water aerobics, lap swimming, and swimming pool rentals to residents of the City of Kaukauna. To provide all necessary support staff for the safety of programs and facility usage.

2025 Goals and Objectives

- Continue to update and develop new processes
- Expand on programming
- Hire and train new Program Manager

2025 Accomplishments

- Improved staff trainings, weekly lifeguard trainings, and overall expectations for staff
- Implemented new staff checklists for cleaning
- Increased swimming lesson participation by 56%
- Hire and trained 2 Pool Managers, 5 Assistant Supervisors, and 2 Lead Concessions staff
- Updated and reviewed all Aquatic Job Descriptions and wages with Human Resources
- Successfully held first full season of the “new” Aquatic Center

2026 Goals and Objectives

- Offer more one-time events at the pool for the community (special events)
- Evaluate current managerial duties for Supervisors and Assistant Supervisors
- Create a more concrete schedule now that we have completed a full season
- Evaluate concessions menu and offer new menu items
- Increase pool season passes & day passes by 5%
- Add birthday party food packages to existing birthday party rentals
- Advertise for pool passe sales in January vs April

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: COMMUNITY ENRICHMENT
DEPARTMENT: SWIMMING POOL

Service Efforts:

INDICATOR	2023	2024	2025
Days of operation	61	47	69
Season attendance	26,458*	22,656	31,536*
Daily attendance of splash pad	-	513	328
Attendance of splash pad in the "shoulder" seasons	-	7,706	6,552*
Avg. daily attendance	433	480	457*
Swimming lesson participants	1,102	723	1,300
Water aerobics participants	Not able to offer	Not able to offer	13
Pool rentals (hours)	43	30	72
Discover SCUBA/Snorkeling	21	16	12
Lifeguarding	28	17	20
WSI	18	10	7
Resident Pool Passes	310	107	382
Senior Citizen Resident Pool Passes	154	13	79
Senior Citizen Non-Resident Pool Passes			16
Non-Resident Family Pool Passes	2	7	18
Family Resident Pool Passes	75	41	70
Non-Resident Pool Passes	10	23	70
Lions Swim Pass	6	0	0

*Working with IT to configure a better camera to confirm attendance

CITY OF KAUKAUNA

2026 BUDGET

*DIVISION: COMMUNITY ENRICHMENT
DEPARTMENT: YOUTH PROGRAMS*

MISSION STATEMENT

To provide the youth of the City of Kaukauna with a broad range of programs to include a variety of sports programs, i.e. soccer, diamond games, wrestling, flag football, baseball, and gymnastics. Provide all necessary staff for safe and adequate supervision of various programs and activities being offered. Provide staff for Safety Town and Kidz Academy programs.

2025 Goals and Objectives

- Continue expanding on community partnerships to increase programs and services
- Continue implementing updated processes and policies
- Create curriculums for all youth sport programs for instructors
- Work on employee handbooks for all youth sport instructors

2025 Accomplishments

- Implemented "Intro To _____" sports classes for youth
 - Worked with local soccer club to teach intro to soccer classes & camps to youth
- Created new partnerships with local schools and day cares to push our program guide to families
- Brought back dance workshops and offered 4 themed courses throughout the year
- Updated job descriptions and employee handbooks for all new staff during hiring process
- Worked with all instructors on creating lesson plans and outlying expectations for each program
- Implemented report cards for gymnastics to provide feedback for parents

2026 Goals and Objectives

- Offer more programs for the 3–5-year-old age groups
- Hire specialized staff to run a more niche program such as archery, tumbling, esports, etc.
- Partner with a local organization to offer a program to the community
- Create a more streamlined process for programs with report cards/progress cards
- Include dance into youth sports programming structure
- Continue to offer workshops and partner with local dance company

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: COMMUNITY ENRICHMENT

DEPARTMENT: YOUTH PROGRAMS

Service Efforts:

INDICATOR	2023	2024	2025
Gymnastics	329	347	321
Summer Youth Sports	175	172	174
Spike Club Volleyball	36	36	40
Flag Football	50	53	51*
Football Fundamentals	72	89	56*
Rugby Fundamentals	-	27	16*
Track & Field Meets		212	156
Wrestling (Kaspers & Phantoms)	48*	108	125*
Boys Little Dribblers Basketball	30*	51*	46*
Girls Little Dribblers Basketball	29*	28*	34*
Kidz Academy	42	48	31
Safety Town	58	18	18
Disc Golf Instruction	28	22	13
Volleyball Instruction	11*	15*	13*
Junior Golf League	50	53	65
KidStage	117*	71*	45*
Martial Arts	52	32	30*
Lil Mad Kat Art Classes	89*	138*	62*
Tree Climbing	25	17	27
Youth Enrichment League	9	21	23*
Babysitting Clinic	20*	19*	12
Stay Home Alone	15*	20	-
Dance Lessons	219	176	22
Beginner Dance Lessons	111	47	40
Summer	144	94	22
Tot Classes	21	32	10
Adult Lyrical	-	-	2
Taylor Swift Era Workshops	-	44	-
My Adult & Me Workshop	-	4	-
Oooh La Aloha Workshop	7	-	Did not offer
Princess Ballerina Workshop	Did not offer	New workshop	Did not offer
Super Hero Workshop	Did not offer	New workshop	Did not offer
Princess Turns & Leaps Workshop	-	-	1*
Halloween Hip Hop Workshop	-	-	1*
Taylor Swift Pom Workshop	-	-	5*
Dancing in December Lyrical Workshop	-	-	0*

*Fall Program Registration is ongoing

CITY OF KAUKAUNA**2026 BUDGET***DIVISION: PARKS**DEPARTMENT: PARKS****MISSION STATEMENT***

The mission of the park department is to provide an aesthetically pleasing and open space program through planning, construction and effective maintenance. Activities of this department include park cleanup, maintenance of restroom facilities, turf care, (fertilizing, mowing, weed control), repair of benches, tables, grills, playground equipment and the annual start up and winterization of park facilities.

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: COMMUNITY ENRICHMENT

DEPARTMENT: 1000 ISLANDS ENVIRONMENTAL CENTER

MISSION STATEMENT

To provide children, adults and families with the knowledge and skills needed to build a sustainable balance among the environment, economy and community through education, conservation and recreation.

2025 Goals and Objectives

- Hold listening sessions with local educators to align our programming with changing school standards
- Increase teen programming and engagement
- Design and install new wayfinding and interpretive signage (Update trail map)
- Begin work on updated Conservancy Zone Master Plan
- Better and more regular, targeted engagement of volunteers
- New or improved ways of usage tracking to increase accuracy
- Establish an ongoing citizen science program to align with mission/needs of the Conservancy Zone
- Take on coordination of Bald Eagle Nest Watch for this region
- Increase community engagement and education (ex. Eco Challenges, Info on City webpage, articles, etc.)
- Complete the boardwalk replacement project.
- Replace Environmental Center Truck

2025 Accomplishments

Education

- Reimagined Focus on the Fox from a one-day event to a series of Fox River focused educational and hands on programs.
- Increased the number of classes/students served and continued to offer quality and desirable programming.
- Assistant Naturalist position is now Full-Time with increased responsibility for Environmental Education/School programming in collaboration with the Naturalist.
- Eagle Days continues to be our signature event of the year with increased engagement year over year.
- Increased program collaboration with Kaukauna Public Library and Scouts to offer relevant programs that align with our missions. Added Trail of Terror event geared towards older kids (ages 12+).
- Continued to run the goat program successfully. Increased interest and community engagement. Hosted more groups from senior/assisted living facilities for visits with the goats.
- Increased adult engagement and educational programming including an offsite series of learning events at Primrose Retirement Community, and offsite program for the Women in Nature conference in Marion, WI, hosting and presenting to the Community Enrichment Department's XYZ program for Senior Citizens, and hosting/presenting to the local Modern Woodmen of America
- Naturalist Garrity appeared on Living the Outdoors with Marc Drewek to promote 1000 Islands and speak on environmental topics.
- We have become a partner with local news agencies for information and interviews on environmental and other nature-related topics, as a result of our media engagement for our programs.
- Administrative Asst. Cassie Kohls and Naturalist Garrity assisted with content and editing of a new children's book about Kaukauna written by Carol Van Boxtel in coordination with KPL.
- Created a new "Junior Naturalist" program as an after-school club for Middle School students interested in nature. Students learn more in depth about topics and also learn how to share their knowledge with others.
- Updated the Stormwater Runoff display, added new interactive "Plinko" game, lights and new signage.

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: COMMUNITY ENRICHMENT

DEPARTMENT: 1000 ISLANDS ENVIRONMENTALCENTER

2025 Accomplishments (continued)

Conservation

- Continued planting of native plants in gardens and in the woods of the conservancy zone.
- Removal of more invasive species such as buckthorn, garlic mustard, dames rocket, phragmites and more; Started a Garlic Mustard and Dames Rocket removal competition to be held annually in mid to late Spring.
- Increased participation in our Service Saturday drop in volunteer events. More participation from scouts looking to complete conservation and general volunteer hours.
- Engaged with new and past corporate service groups to increase volunteer involvement on Conservancy Zone projects.
- Responded to numerous requests for information and assistance regarding sick and injured wildlife, partnering with Wildlife of Wisconsin for rehabilitation questions and education.
- Coordinated with Kaukauna DPW and Outagamie County Land Conservation to begin planning and grant writing for erosion and runoff remediation projects on the eastern end of the Conservancy Zone.
- Resumed the annual Seedling Sale after a one-year hiatus due to the staff transition in 2024.

Recreation

- Added more crayfishing nets and saw increased usage from community outside of planned field trips
- Hosted quarterly community campfires and evening hikes to encourage community spirit and engagement.
- Partnered with KHS Fishing team to offer a fishing clinic during our Focus on the Fox programming.
- Held new “Hike with a Naturalist” series to explore different areas of our property as well as surrounding recreational amenities such as the Konkapot Trail.
- We were able to have a very short snowshoe season for the first time since 2019.
- Street Department helped to lay more woodchips on the Upper Woods trails and repair rutting left from equipment use.
- New 2500ft boardwalk installed along Fox River, replacing the 40-year-old boardwalk, expanding the width from 4ft to 6ft for increased accessibility and adding more safety features such as hand and toe rails. Installed 10 new benches at bumpouts along the Fox River through memorial donations.

Other

- Installed new siding and signage on the Nature Center building.
- Installed new accessible and ADA compliant sinks and new paper towel dispensers in the restrooms.
- Friends of 1000 Islands hosted our annual Pancake and Porkie Breakfast with support of staff.
- Friends of 1000 Islands held their 41st annual Nature’s Images Art Fair fundraiser.
- Eagle Scout project in the works to add accessibility (stairs) to the crayfishing staging area.

CITY OF KAUKAUNA

2026 BUDGET

DIVISION: COMMUNITY ENRICHMENT

DEPARTMENT: 1000 ISLANDS ENVIRONMENTALCENTER

2026 Goals and Objectives

- Design and install new wayfinding and interpretive signage, new storybook walk signage.
- Begin work on updated Conservancy Zone Master Plan and update to Strategic Plan.
- Improve usage tracking for better accuracy; reduce the amount of data collected to what is useful.
- Establish an ongoing citizen science program to align with mission/needs of the Conservancy Zone (bird count, etc.)
- Increase community engagement and education (ex. Eco Challenges, Info on City webpage, articles and videos, etc.) Find ways to drive more participation in public programming.
- Continue to update and add inside displays that are relevant to our location and mission.
- Addition of a few native live animals (snake, etc.) and updated enclosures for current animals.
- Installation of eagle nest camera.
- Use held restricted funds for their intended purposes.
- Planning of trail improvements to coincide with OC project and beyond. (Switchback trail, etc.)
- “Quick hit” upgrades and updates to continue to better serve our customers and continue to improve and maintain what we have.

INDICATOR	2023	2024	2025 (as of 9/30)
Total Usage	13,493	14,636	10,181

Usage numbers include field trips, public programs, and rentals. General visitors to the building or property are not reflected in these totals.

CITY OF KAUKAUNA**2026 BUDGET***DIVISION: OTHER**DEPARTMENT: HEALTH INSURANCE****MISSION STATEMENT***

This department accounts for the total health insurance cost of all City employees and reflects the transfer of most of these costs to various departments within the City. The unallocated portion represents the City's share of health insurance premiums for retired employees who have not reached Medicare eligible age.

CITY OF KAUKAUNA**2026 BUDGET***DIVISION: OTHER**DEPARTMENT: PROPERTY & LIABILITY INSURANCE****MISSION STATEMENT***

This department accounts for the total cost of employer insurance and consulting fees. These employer insurances include property, boiler, crime, public officials, automotive, general liability, police professional, errors and omissions, Cyber Security, and umbrella insurances.



MEMO

Department

To: Finance and Personnel
 From: Finance Director Van Rossum
 Date: 10/20/2025
 Re: Discussion on Budget Book Reformatting and Content Adjustments

Background information:

As part of the implementation of the new budget module within the City's accounting system, staff are recommending modifications to the format of the annual budget book. Several of these adjustments have been discussed in prior years. Under the new system, certain sections will require manual formatting, which adds unnecessary workload and complexity. To improve efficiency and focus, staff propose relocating or removing sections that are better suited to other city platforms.

Proposed Removals

- **Section 1:** Organization Chart (pp. 1–13)
- **Section 1:** Departmental Position Summary (p. 1–14)
- **Section 7:** Department Mission and Goals pages (e.g., p. 7–6)
- **Section 7:** Full-Time Equivalent (FTE) pages (e.g., p. 7–8)
- **Section 11:** Appendix B – Demographic Profile (pp. 11–8 to 11–9)

Supporting Rationale

Section 1 – Organization Chart & Departmental Position Summary

These pages have limited standalone value within the budget book and are not regularly referenced in financial discussions. With the City's People and Operational Plan (POP) now established, these materials can be more effectively displayed on the City website, providing citizens with an up-to-date, easily accessible overview of the organization structure and ongoing planning efforts rather than having them buried in a 295-page budget book. The POP plan website is: <https://kaukauna.gov/people-and-operational-plan/>

Section 7 – Department Mission and Goals

Departmental missions and goals are now part of the City's Strategic Plan, which provides a consistent and transparent framework for tracking progress and priorities. Moving these

materials to a dedicated Strategic Plan webpage will consolidate content, improve accessibility, and align annual goals with strategic objectives. Staff suggest establishing an annual goal-setting process in late July for Council review, ensuring departmental goals are approved prior to budget preparation in August.

Strategic Plan link: <https://kaukauna.gov/wp-content/uploads/2024/10/Strategic-Plan-version-for-web.pdf>

Section 7 – Full-Time Equivalent (FTE) Information

Removing the detailed FTE tables (positions, titles, compensation) will improve the document's clarity, focus, and confidentiality. Personnel details are inherently sensitive and including them in the published budget can expose identifiable information or lead to misinterpretation without the proper HR context. The budget's primary purpose is to communicate the City's financial priorities, service levels, and resource allocations — not to serve as a staffing roster. Presenting high-level summaries of personnel costs and overall FTE changes provides a more strategic view of how resources support operations while maintaining focus on fiscal management rather than individual roles. Additionally, this change enhances efficiency and alignment across city documents. Detailed staffing and pay data are better suited for the People & Operations Plan or Strategic Plan, where they can be updated and analyzed as part of long-term workforce management. This separation avoids duplication, reduces maintenance workload, and ensures the budget remains accurate, user-friendly, and consistent with best practices for municipal budgeting and transparency.

Section 11 – Appendix B (Demographic Profile)

Removing Appendix B – the Demographic Profile from the budget book aligns with the same principles of focus, efficiency, and clarity that support removing detailed personnel data. While demographic and community statistics such as population, housing units, or street miles provide useful background, they do not directly influence the financial decision-making or operational funding priorities of the annual budget. Much of this data remains static year to year or is available through more authoritative and frequently updated sources such as the U.S. Census Bureau, Wisconsin DOA, or the City's comprehensive plan. Including it in the budget adds length without adding meaningful context for budget deliberations and creates a risk of the information becoming outdated shortly after publication.

Strategic Plan:

Consolidating non-financial materials within the Strategic Plan or POP ensures consistency, improves transparency, and minimizes staff time spent maintaining redundant data across multiple documents. The budget book will better serve its intended purpose as a clear, policy-focused financial document emphasizing funding priorities, service levels, and performance outcomes.

Budget:

There is no fiscal impact associated with these changes. The revisions will streamline production, reduce redundancy, and improve efficiency in future budget book preparation.

Staff Recommended Action:

Staff recommend removing the above sections from the budget book and integrating their content into more appropriate venues as outlined.

Link to 2025 Budget as a reference: <https://kaukauna.gov/wp-content/uploads/2024/11/2025-Adopted-Budget.pdf>



MEMO

Finance

To: Finance and Personnel Committee
From: Finance Director Van Rossum
Date: October 20, 2025
Re: Alderperson Travel Reimbursement Restructure

Background information:

Currently, Alders receive a fixed per diem for attending qualifying events, in addition to reimbursement for mileage, parking, and other approved expenses. While well-intentioned, this structure can create confusion and inconsistencies—particularly when both per diem and reimbursement are used for the same event. In light of these concerns and in the spirit of improving fairness and administrative efficiency, staff is proposing a revised model that eliminates the per diem and replaces it with a combination of actual expense reimbursement and a flat-rate stipend for eligible events.

Under this proposed structure, Alders would submit actual expenses, such as mileage, parking, and meals, for reimbursement using the same process currently applied to employees. In addition, for each eligible conference or training event attended, Alders would receive a flat-rate stipend of \$150 per day, issued through payroll on their next paycheck. The stipend may be labeled as a Travel Stipend, Conference Allowance, or Training Incentive, depending on Council preference. This approach ensures that Alders are fairly compensated for their time and participation while avoiding overlapping or duplication with the reimbursement process.

Eligibility for the stipend would be based on the type of event, its duration, and the participation format. Full-day in-person events would qualify for the full stipend, while shorter or virtual events may qualify for a reduced amount or reimbursement only. Documentation confirming attendance would be required to support accountability. Staff also recommends introducing an annual limit on the number of stipends, such as two or three per Alder, or setting a dollar cap between \$600 and \$800 annually. This limit would provide clarity, promote fairness across the Council, and ensure fiscal predictability.

Strategic Plan:

This proposal aligns with the City of Kaukauna's Strategic Plan by supporting key initiatives under the pillars of Operational Excellence, Financial Stability, and Employee & Leadership Development. By promoting Alder participation in relevant training and conferences, the City

fosters a culture of continuous learning and informed decision-making, directly advancing its goal to "develop and support leadership at all levels" and "build a learning organization." The simplified stipend and reimbursement model improves internal processes, contributing to efficient service delivery and responsible financial management. Additionally, this approach reflects the City's commitment to transparency, accountability, and maximizing taxpayer value.

Budget:

Funding for the proposed stipend model would come from the existing Common Council budget line for Travel – City Business and Seminar Expenses. If each of the eight Alders were to receive the maximum suggested stipend, the total annual cost would be approximately \$6,400. This reflects an increase of up to \$5,400 from the current expenditure of roughly \$1,000 per diem that is paid annually. The final impact will depend on actual participation levels and usage of the new stipend option.

Staff Recommended Action:

Approve the proposed reimbursement and flat stipend structure for Alder participation in eligible events, as outlined above. Staff recommends that this policy take effect for all future training and conferences beginning January 1, 2026, with a mid-year review to assess usage and impact.



Date:	Subject:	Contact:	Index
10/2025	Aldersperson Conference Reimbursement and Stipend Policy	William Van Rossum	xx-xxx

Purpose

This policy establishes guidelines for reimbursing expenses and providing stipends to members of the Common Council (Alders) who attend eligible conferences, training seminars, and other professional development events. The goal is to fairly compensate Alders for participating in development opportunities that enhance their effectiveness while maintaining transparency and fiscal responsibility.

Scope: This policy applies to all alderpersons

Policy Overview

Reimbursement of actual out-of-pocket expenses, consistent with procedures used for city employees. A flat-rate stipend for attendance at qualifying conferences and training, to recognize the time commitment and encourage professional growth.

Reimbursable Expenses

Alders are eligible to receive reimbursement for actual expenses incurred while attending eligible events. These may include:

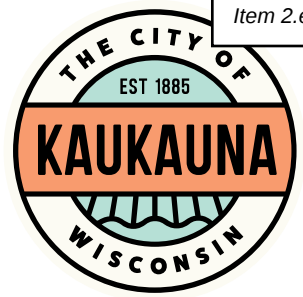
- Mileage (based on IRS standard mileage rate stated in 1-11 and 1-10)
- Parking fee
- Meals (within reason and following City of Kaukauna reimbursement guidelines 1-10)
- Tolls or transit fares

Reimbursement requests must be submitted using the standard employee reimbursement form and include itemized receipts or documentation.

Conference Attendance Stipend

In addition to reimbursements, Alders attending approved conferences or training sessions may receive a flat stipend as follows:

- Full-Day Event (6+ hours): \$150 stipend
- Half-Day Event (3–5 hours): \$75 stipend
- Short Sessions (Under 3 hours): Not eligible for a stipend; mileage and parking may still be reimbursed



The stipend will be issued through payroll and classified as a “Training Incentive” on the Alder’s next paycheck.

Virtual Participation

To adapt to evolving participation methods, virtual attendance is addressed as follows:

Virtual Full-Day Event (6+ hours): Eligible for half stipend (\$75)

Virtual Short Sessions (under 6 hours) or recorded webinars: Not eligible for stipend. No travel involved limits the justification for flat-rate compensation. Mileage and parking do not apply.

Eligible Events

To ensure public funds are used responsibly, the following types of events qualify for stipends and/or reimbursements:

Eligible:

- Municipal, League, or Governmental Conferences
- Training seminars focused on governance, finance, planning, leadership, or legislative affairs
- Legislative or intergovernmental meetings (e.g., League of Wisconsin Municipalities, Wisconsin Towns Association)

Not Eligible:

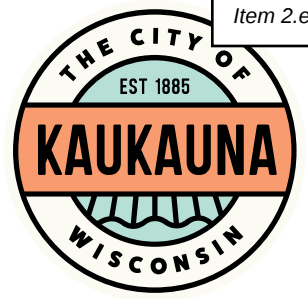
- Political fundraisers or campaign-related events
- Social or networking-only functions (e.g., receptions, gala dinners without educational components)

Proof of Attendance and Documentation

To receive the stipend, Alders must submit the following documentation within 14 calendar days of the event:

- Proof of registration
- Event agenda or itinerary
- Badge, certificate, or other proof of actual attendance
- Receipts for reimbursable expenses (where applicable)

*Failure to provide adequate documentation will result in denial of the stipend and/or reimbursement.



Annual Limitations

To ensure fairness and budgetary control, the Alders will be subject to the following limits, based on Council approval:

Budget Cap: Maximum of \$800 per Alder per calendar year (including stipends and reimbursements)

The Finance department will monitor expenses and notify Alders if they approach their annual limit.

Administration and Oversight

The Mayor's Office will track conference participation, verify documentation, and initiate payroll stipend requests.

The Finance Department will review and process all reimbursements, ensure compliance with IRS guidelines, and maintain records for audit purposes.

Final interpretation of this policy rests with the Mayor

PERFORMANCE MANAGEMENT 2026 PROPOSAL

CURRENT CHALLENGES

- Step increases happen at dates all across the year
 - Manual date tracking – leaves room for error and delays
 - Timing depends on how long the employee is in the step and at what step in the grade the employee is at
 - Manually look back at the previous “annual review” score
 - Criteria for eligibility may be nearly a year out of date when used
 - No consistent criteria for what happens when an employee is not eligible
 - Example: one department expects the person to wait for the next annual step, another department expects to delay a step for a defined number of months, and then re-evaluate at a different date, and then create a new “annual” step date
 - The check-in forms are overly simple and don’t provide any way to track progress or goals
- Annual performance reviews were implemented in summer 2024 (as the previous HR Director departed employment)
 - Forms were created to use weighted criteria and competencies, and were different across departments and positions
 - The review rating is used to determine step eligibility and COLA eligibility, but without guidelines for how to rate
 - There wasn’t a plan for how to calibrate ratings across departments to ensure everyone was rated fairly and equitably
 - Using the rating score to determine eligibility caused some leaders to alter initial scores so that the final score came out high enough for the person to be eligible for the step or COLA
 - Leaders need additional training on handling performance discussions
 - There was no goal setting for leaders
 - Timing of summer crosses budget years, crosses calendar years for projects
 - The documentation states that without a sufficient rating that an employee may be ineligible for the COLA
 - The entire step schedule for the City is shifted when a COLA is enacted
 - By withholding the COLA, you’d be putting some individuals out of sync with the step schedule

- This would mean more room for error with our current manual process
 - This also means inaccurate wage reporting on our step schedule by an employee falling below the minimum or at a rate not defined in the step
- The Merit Incentive program has significant gaps in the criteria and application
 - No clear criteria for why someone is eligible/ineligible for a merit incentive
 - The type of award was left up to the manager to recommend, which isn't necessarily what the employee would value
 - Reasons and business cases submitted at the end of 2024 were shown to be of varying justification or examples
 - Implementation is entirely manual:
 - Tracking nominations
 - Reviewing previous performance ratings
 - Adjusting step tracking and making pay changes
 - Adjusting for one-time, time-off balance increases

PROPOSAL

- Change the “Step Check In” to be a one-time per year, “mid-year” review in May (spaced about 6 months from the “Annual Review”
 - This will remove the one 6-month step in the pay scale and make all steps an annual opportunity
- Change the timing of the “Annual Review” to be a year-end in November/December, not summer
- Eligibility for step increases will be determined by the ratings of the Mid-Year Review and meeting expectations
- Simplify Annual Review forms (not weighted on competencies, not based on separate departments or individual jobs, work back into those pieces at a future date, start smaller and simpler)
 - Use the simplified form for both reviews, Mid-Year (i.e., Step Check-In) and Annual Review
- Eliminate the Merit Incentive Program (too many gaps in the program and not equitable)
 - Utilized the budgeted funds in 2025 to consolidate the step date increases as a one-time offset.

MID-YEAR REVIEW (Replaces Step Check-In)

Mid-Year Performance Reviews will replace the Step Check-In process. Mid-Year Reviews will be done in May each year.

- This is to standardize the timing for step increases, to measure progress on goals, and to simplify the overall process across the non-represented positions
- Create a review form that aligns with the year-end Annual Review form, and keeps the employee feedback and manager feedback sections
- Evaluate the appropriate rating score structure based on the development of employees and leaders as it relates to performance feedback, goal setting, evaluations, etc.

Mid-Year Process:

- The employee will complete a self-review through Paycor and submit it to their manager
 - The employee will complete self-review in the first half of May
- The manager completes the employee feedback through Paycor and meets with the employee to review the feedback
 - The manager will complete in the second half of May and the beginning of June
- HR will meet with managers to calibrate the ratings and review feedback presented before the manager meets with the employee
- Submitted rating scores in Paycor are tracked by HR/Payroll
- Eligible pay increases are implemented for the start of the pay period that covers the first of July (example: effective 6/25/2026 for the first pay period of July 2026)
- HR distributes pay increase letters to employees through Paycor's automated compensation process
- This creates a standardized timeline for the overall process and criteria/consequences for ratings

Mid-Year Review Eligibility:

- Must have been re/hired prior to January 1st
- New hires/rehires in the same calendar year are not required to have a mid-year review and do not receive the step increase for the July period
 - New hires/rehires in the same calendar year would be eligible for the COLA at year-end still

Step Pay Increase Eligibility:

- Employees must have been in their position/grade/step for at least 12 months to be eligible for a step increase (this is a change from the current structure)
 - An employee hired in the previous calendar year in October would have received the COLA automatically, but is not eligible for the Step Pay Increase because they have not been in their position for at least 12 months
 - Due to the timing of the COLA each year, this still prevents any employee from going longer than 12 months between increases
- A minimum rating will be required to be met
 - Not receiving a minimum rating will disqualify the employee from the step increase and may result in a Performance Improvement Plan (PIP)
 - Not meeting the minimum rating results in **no** step increase for the year until the new cycle of eligibility.
 - This keeps continuity and equity across areas and prevents departments from handling things differently or lobbying for exceptions where other leaders do not, and follows cut-off guidelines.
- Must be a regular full or part-time employee. This does not apply to seasonal, on-call, or union employees

ANNUAL REVIEW

Forms will be more standardized across departments and will not have weighting, or weighting will be consistent across areas.

- This is to standardize the criteria for COLA increases, to measure progress on goals, and to simplify the overall process across the non-represented positions
- Create a review form that aligns with the Mid-Year Review form, and keeps the employee feedback and manager feedback sections
- Evaluate the appropriate rating score structure based on the development of employees and leaders as it relates to performance feedback, goal setting, evaluations, etc.

Annual Review Process:

- The employee will complete a self-review through Paycor and submit it to their manager
 - The employee will complete self-review in the first half of November
- The manager completes the employee feedback through Paycor and meets with the employee to review the feedback
 - The manager will complete in the second half of November and the beginning of December
- HR will meet with managers to calibrate the ratings and review feedback presented before the manager meets with the employee
- Submitted rating scores in Paycor are tracked by HR/Payroll
- This will measure the entire year's work and progress on learning and goals
- The Annual Review is tied to the COLA increase
- This creates a standardized timeline for the overall process and criteria/consequences for ratings

Annual Review Eligibility:

- Must have been re/hired before September 1 to receive an Annual Review form
 - If hired between September 1 and the end of the year, COLA is automatically given, no review form needed
- An employee must receive an Annual Review score that meets minimum requirements to be eligible for the full COLA increase
 - A full increase means the employee stays at the same step on the updated scale

- Example: Employee is at Step C and receives a passing score. If the COLA is determined to be 3% and the entire pay scale shifts upward by 3%, the employee would stay at Step C and receive the full 3% change to that step according to the new scale.
- An ineligible score moves the employee down a step on the updated scale (this is still a minimal pay increase with the COLA change, but no longer the full, automatic value)
 - This keeps low performers from keeping step-pace with solid and high performers
 - As a consequence of not meeting performance expectations, it will take them longer to reach the top of their pay grade
 - Still keeps all employees at an actual step on the scale
 - This will provide an opportunity for the employee to improve and keep them accountable for their job performance
 - Low performers will be placed on a PIP
 - An employee will not lose pay if the COLA is at least 2.25% (equivalent to a step increase increment)
 - If the COLA is less than 2.25%, the employee will decrease a step and will stay frozen at their current pay rate until the mid-year review, and then will be dependent on the Mid-Year score
 - In this instance, the employee could be below the minimum of the pay grade if they were in the first step, did not meet expectations, and became frozen at their wage below the new calendar year's pay schedule
- COLA increase goes into effect on the start of the pay period for the first check date in the new calendar year (no change from current process)
- Promotions within the calendar year should consider both positions in the overall year-end evaluation, and all leaders (if more than one in the year) should collaborate on the review, feedback, and score
- Does not apply to positions deemed seasonal and on the separate seasonal wage chart, on-call, or union employees.

Top of Step Scale:

If the employee is at the highest step in their position's pay grade, as of the most recent Mid-Year Review and step change, the employee will receive the normal COLA and stay in the highest step with an eligible score.

CONVERSION SCHEDULE

Transition from the existing Step Check-In and Annual Review processes:

2026

Consolidate all step check-in dates to the new Mid-Year review process:

- Employees who would normally have received a Step Check-In and an increase in the first half of the year (1/1/2026 – 6/24/2026) will be compensated for the change by:
 - The employee will receive a one-time lump sum on their check date nearest when their regular step would have occurred as a way to compensate for the delay in the regular step increase going into effect
 - Lump sum one-time payments are taxable as wages and will be reported on the W-2 as wages and subject to all applicable withholding
 - Employees who have given a resignation notice or submitted a retirement notice will not be eligible for the lump sum payment
 - Those who leave employment before the updated step increase will not be required to repay the amount paid as a lump sum
- Hourly: Taking the average expected bi-weekly hours x hourly rate difference from the existing rate to the next step pay rate x number of missed pay periods
 - Example: A full-time employee would have previously been eligible for a step increase on 2/8/2026 to increase their hourly rate by \$0.60, but will now be delayed until 6/25/2026. This affects 11 bi-weekly pay periods. $\$0.60 \times 75$ (37.5 weekly) hours x 11 pay periods = \$825.00
- Salary: Taking the bi-weekly difference in wage rates x number of missed pay periods
 - Example: A full-time salaried employee would have previously been eligible for a step increase on 2/11/2026 for a bi-weekly salary increase of \$70.00, but will now be delayed until 6/25/2026. This affects 11 pay periods. $\$70.00 \times 11$ pay periods = \$770.00
- Employees who would normally have received a Step Check-In and an increase in the second half of the year (6/25/2026 – 12/31/2026) will have their step date consolidated to the Mid-Year date for an eligibility date going forward.
- Due to the rigid structure of the step schedule, there is no way to prorate on either side of the consolidated Mid-Year Review date to have a one-time adjustment year to get all employees on the new structure

All employees hired/rehired before September 1, 2026, will receive an Annual Review in November/December 2026 for the COLA eligibility.

PERFORMANCE EVALUATION

To be completed semi-annually for each employee

Employee Name:		Department:	
Job Title:		Supervisor Name:	
Evaluation Period:		Supervisor Title:	

SUPERVISOR/EVALUATOR INSTRUCTIONS:

- Based on employee performance throughout the evaluation period, conduct a comprehensive evaluation. Refrain from basing judgment on isolated or recent events. Concentrate on rating one factor at a time. Take into consideration only the time period being evaluated. Provide a numerical score for each trait using the rating chart.
- Ratings of 1 or 2 require comments to explain to the employee where improvement is needed.
- Ratings of 3, 4, or 5 do not require comments; however, they are recommended to provide a useful tool for tracking progress in future evaluations.
- At the evaluation meeting with the employee:
 - Review each section with the employee.
 - Review the employee's level of success in meeting performance goals from the previous evaluation period.
 - Review new goals, additional comments, and feedback.
- After the meeting with the employee, sign the acknowledgement section on the final page.

RATING SCALE: Enter the appropriate numerical score for each section/trait. Provide comments to support the rating as necessary. ½ points are also acceptable.

1	2	3	4	5
Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional
Performance is inadequate (below minimum standards and expectations). Significant improvement is needed in some or most areas.	Tenured employees: Performance is less than satisfactory and needs improvement, although certain components of performance may be acceptable or improving. May require constant direction and regular follow-up. New employees: This rating can also apply to new or recently transitioned employees who are not yet performing at a fully competent level and are still developing.	Performance fully meets all standards and expectations of the position, all or nearly all of the time. Performance may, at times, exceed expectations. Fully proficient and independent in work.	Performance frequently exceeds the standards and expectations of the position. The individual has extensive knowledge and skills and can initiate and perform most work with minimal direction. Performance may at times be outstanding.	Consistently performs substantially above all that is required; makes unique contributions achieves impactful accomplishments. The individual has mastered the position, can train others, and consistently strives to go beyond what is expected.

QUALITY OF WORK										
1-Unsatisfactory		2-Needs Improvement		3-Meets Expectations		4-Exceeds Expectations		5 – Exceptional		
						Rating (circle one):				
Follows policies/procedures accurately						1	2	3	4	5
Comments:										
Completes tasks with accuracy						1	2	3	4	5
Comments:										
Accepts work assignments and follows instructions						1	2	3	4	5
Comments:										
Shares suggestions for making improvements (initiative)						1	2	3	4	5
Comments:										
COMMUNICATION										
1-Unsatisfactory		2-Needs Improvement		3-Meets Expectations		4-Exceeds Expectations		5 – Exceptional		
						Rating (circle one):				
Transmits ideas and information clearly, concisely, and accurately						1	2	3	4	5
Comments:										
Provides complete and reliable information to others						1	2	3	4	5
Comments:										
Accepts feedback in a constructive manner						1	2	3	4	5
Comments:										
Offers feedback in a constructive manner						1	2	3	4	5
Comments:										

PLANNING & ORGANIZATION										
1-Unsatisfactory		2-Needs Improvement		3-Meets Expectations		4-Exceeds Expectations		5 – Exceptional		
						Rating (circle one):				
Completes assigned tasks within allotted time						1	2	3	4	5
Comments:										
Adjusts priorities according to the needs of the department						1	2	3	4	5
Comments:										
Takes initiative to accomplish shared responsibilities						1	2	3	4	5
Comments:										
Keeps records and documents activities as appropriate						1	2	3	4	5
Comments:										
KNOWLEDGE OF JOB										
1-Unsatisfactory		2-Needs Improvement		3-Meets Expectations		4-Exceeds Expectations		5 – Exceptional		
						Rating (circle one):				
Knows established policies/procedures						1	2	3	4	5
Comments:										
Knows when to progress independently and when to seek direction						1	2	3	4	5
Comments:										
Takes initiative to learn new ideas and methods to accomplish tasks						1	2	3	4	5
Comments:										
PROFESSIONAL QUALITIES										
1-Unsatisfactory		2-Needs Improvement		3-Meets Expectations		4-Exceeds Expectations		5 – Exceptional		
						Rating (circle one):				
Demonstrates a positive attitude toward work and peers						1	2	3	4	5
Comments:										

Uses time conscientiously	1	2	3	4	5
Comments:					
Works willingly and cooperatively with others to achieve goals	1	2	3	4	5
Comments:					
Handles confidential information and materials appropriately	1	2	3	4	5
Comments:					
Reliable in the absence of a supervisor	1	2	3	4	5
Comments:					
Attendance record	1	2	3	4	5
Comments:					
Manner, attitude, and dress representative of workplace expectations	1	2	3	4	5
Comments:					
Maintains work area in a neat, professional manner	1	2	3	4	5
Comments:					
Interest in self-improvement	1	2	3	4	5
Comments:					
EVALUATION SUMMARY					
Overall Performance:	[average rating]				
Comments:					
Employee's Strengths:					
Comments:					
Areas that need improvement:					
Comments:					
TRAINING OPPORTUNITIES					
Training Received in Past Year:					
Comments:					
Additional Training Recommended:					
Comments:					

EMPLOYEE SELF-ASSESSMENT

What energizes you about your position?

Comments:

What could be improved on for your position?

Comments:

Are there any areas you feel you need or would like more training in?

Comments:

What were your accomplishments or achievements over the last 6 months?

Comments:

EMPLOYEE COMMENTS

This performance evaluation has been reviewed with me, and I understand that I may attach additional comments if desired.

Comments:

EMPLOYEE: I have seen and reviewed the performance evaluation. All items covered have been discussed fully with me. I realize that my signature below does not imply that I agree with the evaluation; however, I do understand the need to meet all goals and make improvements if any are noted.

Employee
Signature:

Date:

SUPERVISOR: I have discussed all items reviewed on this form with the employee and attest that my ratings for the employee's performance are fair and objective.

Supervisor
Signature:

Date:

DEPARTMENT HEAD: I have reviewed the evaluation for accuracy and objectivity. I have discussed with the employee and/or supervisor any discrepancies and attest that the evaluation was conducted in a fair and objective manner. I have attached to this evaluation any relevant comments or notes.

Department Head
Signature:

Date:



MEMO

Department

To: Finance & Personnel Committee
From: Elisa Hodge, HR Director
Date: 10/20/2025
Re: Performance Management and Compensation Processes

Background information:

Under previous leadership in Human Resources, performance management and compensation processes were implemented between 2022 – 2024 in various stages and with various components. Due to the timing of the pieces of each program and the departure of the previous HR Director, the overall cohesiveness of the program pieces and the components was unknown once they were all put into practice. Throughout my first year with the City, I have reviewed and evaluated the components and identified areas of the programs that miss the mark on the initial intentions.

The compensation and performance management programs are comprised of several components [as of March 2024]:

- Annual Performance Review
- Step Check-Ins
- Step Pay Increases
- Pay Schedule Adjustment (cost-of-living adjustment to step schedule)
- Merit Incentive Program

The processes for the above components are heavily manual to initiate, track, and manage. All components were well-intentioned but missed the mark on pulling together the pieces of the programs to successfully implement pay and performance in harmony. The manual nature of the processes takes a significant amount of time for supervisors, Human Resources, Payroll, and Finance. Tracking the timing, review ratings, dates for steps, and tying components together requires several spreadsheets to be manually managed. The current structure cannot be fully automated due to the nature of the variations from person to person and job to job.

I feel it's necessary to take a step back on the existing processes and program designs that were approved and implemented under the previous leadership so that we can better prepare and train leaders and employees. Performance management, and pay as a component, requires effective communication through training, alignment, calibration, and consultation. Coupled with the challenges and gaps in some of the components, leadership and employees did not receive sufficient guidance in the new programs to ensure equity and validity in the processes.

Through feedback from employees and supervisors/managers, I have prepared a proposal to consolidate, streamline, and simplify the compensation and performance programs and how they could better work together.

Attached you will find:

- Performance Management 2026 Proposal
 - Challenges
 - Proposal
 - Mid-Year Reviews
 - Annual Reviews
 - Conversion Schedule
- Compensation Program Administration Guide 2026
- Sample Performance Review Form

Strategic Plan:

The Strategic Plan calls for developing a standardized staffing assessment to better equip leaders and Human Resources to plan for vacancies, future needs, job analysis, and risk assessment. Aligning the program pieces to streamlined dates, developing leaders to be more skilled at performance management dialogue, and automating processes through this proposal brings harmony to blending the program components so that we can continue enhancing the programs over future years to become more robust. It is necessary to start smaller and simpler than what was previously implemented to ensure proper development and proper vetting of the processes, and to allow for room to be agile enough to pivot if a piece does not realize the intended results.

Budget:

To consolidate the Step Check-In pay increase dates to a single, mid-year date would be recommended to provide a one-time, lump sum amount to employees who will have their step increase dates pushed back (i.e., delayed). This affects 32 people, as of the date of this memo, who would be delayed. If all are provided a lump sum based on their average weekly hours x the number of pay periods they are delayed, the cost for the lump sum values would be \$17,846.

There are 18 people who would be slated for a step increase, as of the date of this memo, in the second half of the year. To pull those increases forward to consolidate to a mid-year timing would cost an additional \$16,631 using the same method as above to calculate the value.

\$16,000 was budgeted in 2025 for the Merit Incentive plan, and the funds were not used, which could be used to offset the cost for this consolidation.

Staff Recommended Action:

It is requested to approve:

1. Restructuring of compensation and performance processes as outlined in the Performance Management 2026 Proposal and Compensation Program Administration Guide 2026.
2. Use the 2025 funds budgeted for Merit Incentive towards the one-time payment adjustment for the step-date consolidation in 2026 (if #1 is approved).

Reference:

Finance & Personnel Committee 3/18/2024

[MEET-Packet-5be775c08b3c4b979d3fc48672f1231d.pdf](#)

[MEET-Minutes-5be775c08b3c4b979d3fc48672f1231d.pdf](#)

Finance & Personnel Committee 4/3/2024

[MEET-Packet-1a32a9729bed491395bd09c280002904.pdf](#)

[MEET-Minutes-1a32a9729bed491395bd09c280002904.pdf](#)

Finance & Personnel Committee 4/15/2024

[MEET-Packet-2135f0d0ce8348da8f563a09a93e7cce.pdf](#)

[MEET-Minutes-2135f0d0ce8348da8f563a09a93e7cce.pdf](#)

Finance & Personnel Committee 4/14/2025

[MEET-Packet-dbc3ec12c7314116be5e668f22e56208.pdf](#)

[MEET-Minutes-dbc3ec12c7314116be5e668f22e56208.pdf](#)



Compensation Program Administration Guide 2026

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Introduction

The overall goal of the City's compensation program is to establish a system that is internally equitable, externally competitive, financially sustainable, and provides incentives to reward employee achievement. A good compensation system helps to retain existing staff and allows the recruitment of qualified staff when vacancies occur.

Components and Design

Pay Plan Structure

The City maintains a defined increment step system for regular full and part-time non-represented employees. The plan has defined increments between each step, and employees advance through the steps based on their longevity with the City and individual performance.

The plan consists of 30 pay grade classifications and 9 steps (steps A – I).

No employee will be paid below the minimum of their respective grade. Generally, no employee will be paid above the maximum for their respective grades. There may be rare exceptions, which must be recommended by the Mayor and approved by the Common Council.

Starting Pay

The starting pay for a new employee or newly promoted employee at the City is determined by considering the pay range associated with the job, by reviewing the candidate's qualifications for the job as compared with the job responsibilities. Generally, employees will start at step A, but if a higher-than-minimum step is proposed, it will be done so to ensure that it does not create internal inequities for existing employees.

Annual System Adjustment

Each year, the City reviews compensation data to ensure the overall system is keeping up with the market. When an annual system adjustment is made, it is made to all pay grades within the plan. It is generally recommended that the annual system adjustment be made at the beginning of the calendar year; however, the timing will be determined during the annual budget process.

Step Increases

Step increases are designed to recognize an employee's continued growth within their position.

Review of placements and positions

The following factors are considered when making the determination on what pay grade and classification a position is placed in:

- Complexity of the job
- Responsibility to make and implement important decisions, and the degree of independent judgement required
- Work environment
- Education, training, and preparation required to complete the job
- The degree to which they oversee additional staff
- Market comparable jobs

Transfers and Promotions

When an employee accepts a position within the City that is at a higher pay grade than their current position, they will be placed at the step nearest their existing salary that provides them with an increase and that does not fall below the new grade's minimum.

Significant Changes to a Job

It is not unusual for jobs to change over time based on the skills of the employee within the position and the needs of the department/City. Not all changes to a job warrant a change in pay grade classification.

Examples of changes to a job that generally do not warrant changes in pay grade include, but are not limited to:

- Additional responsibilities were added, but the level of complexity is similar to existing duties.
- The volume of work increases or decreases, but the complexity remains similar.
- Use of different or new tools to complete a job (i.e., utilizing or learning new technology to manage a process).

Examples of changes to a job that may warrant a pay grade change include, but are not limited to:

- Additional responsibilities are added that represent a significant increase in complexity as compared to existing responsibilities.
- Additional responsibilities were added that represent a significant increase in the level of accountability the position holds.
- Additional responsibilities were added that increased the level of leadership, critical decision-making authority (budget, for example), and/or significant changes to the oversight of other staff.
- A significant change in the scope of responsibility.

Ongoing Program Review

Pending budget fund availability, the City should complete a full classification and compensation study at least every 5 years to ensure continued equity and market competitiveness of pay grades and ranges. It should be noted that in years when the City completes a compensation study, pending results of the compensation study, typical step increases and/or annual cost of living adjustments may vary.

To ensure positions are consistently placed on the compensation schedule appropriately, the City will continually monitor position placements.

The HR department will review all newly created positions to determine proper placement within the salary schedule, which will then be subject to Common Council approval.

For questions regarding compensation, please contact Human Resources.





MEMO

Human Resources

To: Finance & Personnel Committee
From: Elisa Hodge, Human Resources | Jamie Graff, Police Chief
Date: 10/20/2025
Re: Full-time backfill for retirement

Background information:

Sgt. R. Momberg has submitted official notice for retirement, effective 2/9/2026.

With the 2025 Staffing Plan, it was approved to utilize a +1 method to stay ahead of the upcoming retirements that were already anticipated to occur beginning in 2026 – 2030.

Staff Recommended Action:

Staff seeks authorization from the Finance and Personnel Committee to recruit and hire to fill the vacancy.





MEMO

Department

To: Finance and Personnel
From: Marketing and Communications Manager Andrea Fencel
Date: 10.16.25
Re: MSB and SPAR Building Operations Survey Results

Background information:

During the Legislative Committee meeting on August 18, 2025, Mayor presented a proposed change in structuring the operation hours for the Municipal Services Building (MSB) and the Street, Parks and Recreation (SPAR) Building.

From that discussion, staff were asked to survey the public. The Marketing and Communications Manager put together a survey to better understand how people are accessing city services at MSB and SPAR so the city can better service their needs. The goal was to not only inform building operation hours, but to also understand how people are accessing city services (online, in person, over the phone) and for what reasons (taxes, elections, etc.). The survey ran from September 10, 2025 – October 10, 2025. It was posted to social media and the city's website. It was also displayed on the lobby monitors at MSB and SPAR, and paper copies were distributed at MSB, SPAR, and the Kaukauna Public Library. The survey was also shared in the city's quarterly external newsletter.

Results from the survey are included in this memo, however there were some specific items I wanted to point out:

- The two largest reasons people visit MSB are for elections and taxes, which makes sense when most people are visiting yearly.
- Lunch period (throughout the week) is the least visited time for both MSB and SPAR
- The largest reason people visit SPAR are to renew their disposal site card – something that can be done completely online
- Fridays are the least visited day for both MSB and SPAR
 - Of those visiting MSB on Friday afternoons (24 in total), 3 indicated they visit monthly, 21 indicated they visit yearly.

- Of those visiting SPAR on Friday afternoons (17 in total), 1 indicated they visit weekly, 1 indicated they visit monthly, and 15 indicated they visit yearly.
- Tuesday is the most visited day for MSB, Wednesday is the most visited day for SPAR
- 51 people indicated they prefer to do city business in person ONLY (ages range from 35-55+)
- 58 people indicated they prefer to do city business online ONLY (ages range from 18-55+)
- 23 people indicated they prefer to do city business online AND in person (ages range from 18-55+)

Staff also took record of how many people visited the windows at MSB and SPAR over the course of the same month. The results are also included in this document.

Strategic Plan:

The results of this survey can help inform the city of how to better assist the public.

Budget: N/A

Staff Recommended Action:

There is no recommended action on my part, just sharing the information and opening the floor for discussion.

Mayor's recommended action from the previous meeting was to move to year-round office/business hours of 8am-4:30pm M-TH and Friday 8am-12pm, Doors and windows close to the public at Noon on Friday, staff have prep/quiet work time from 12-1:30pm. To accommodate reduced Friday hours, reduce lunches to 30-minute M-TH, Friday no lunch break.

Responses Overview

Closed

Responses

184



Average Time

01:56



Duration

30 Days



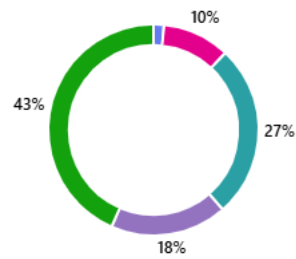
1. Are you a resident of the City of Kaukauna?

● Yes	181
● No	2
● No, but I am a resident of the Kaukauna Area School District	1



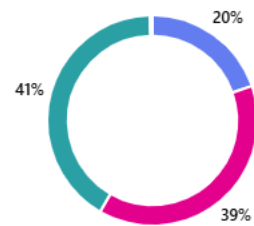
2. How old are you?

● 18-24	3
● 25-34	19
● 35-44	49
● 45-54	33
● 55+	80



3. How do you prefer to take care of city business? (Select all that apply)

● Over the phone	51
● In person	100
● Online	107
● Other	1



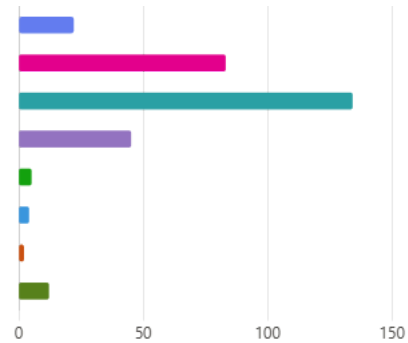
4. How often do you visit the Municipal Services Building (MSB/City Hall)?

Daily	1
Weekly	2
Monthly	19
Yearly	141
Never	21



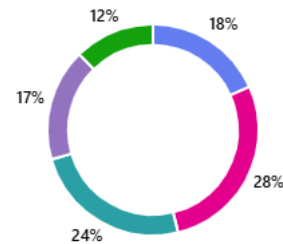
5. What usually brings you to MSB/City Hall? (Select all that apply)

Building permits and inspections	22
Taxes	83
Elections	134
Other permits (dog license, bartender license, etc.)	45
Meet with the Mayor	5
Special assessments	4
Court (payments and hearings)	2
Other	12



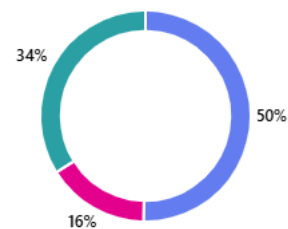
6. What days during the week do you normally visit MSB/City Hall? (Select the top 1-3 days)

Monday	67
Tuesday	102
Wednesday	89
Thursday	63
Friday	45



7. What times of the day do you normally visit MSB/City Hall?

Morning (8:00 AM - 11:00 AM)	83
Standard lunch period (11:00 AM - 1:00 PM)	26
Afternoon (1:00 PM - 4:30 PM)	56



8. How often do you visit the Street, Parks and Recreation building (SPAR)?



9. What usually brings you to the SPAR building? (Select all that apply)

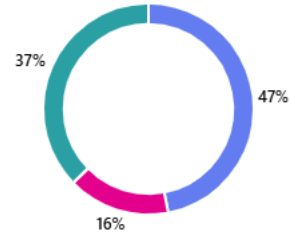


10. What days during the week do you normally visit the SPAR building? (Select the top 1-3 days)



11. What times of the day do you normally visit the SPAR building?

● Morning (8:00 AM - 11:00 AM)	63
● Standard lunch period (11:00 AM - 1:00 PM)	21
● Afternoon (1:00 PM - 4:30 PM)	50



INSTRUCTIONS:

Please utilize this sheet to track your unscheduled window and phone traffic.

From Sept 4 traffic should be tracked daily from 8:00am - 4:30pm

Please make sure to record all relevant information including time and reason for visit

You may track via a sheet by your window if you prefer, but data from any written sheets needs to be entered onto this shared tracking sheet at least once per week.

Date/Day	Time	Reason for Visit	Staff Member
Thursday 9/4/2025	10:00am	Meal site Key	Michelle Mielke
Thursday 9/4/2025	10:10am	Rec program Registration	Michelle Mielke
Thursday 9/4/2025	10:20am	Disposal Site card -new	Michelle Mielke
Thursday 9/4/2025	11:40am	Disposal Site card - renew	Michelle Mielke
Thursday 9/4/2025	12:07pm	Rec program Registration	Tammy Nieuwenhuis
Thursday 9/4/2025	12:30pm	Disposal Site card - renew	Michelle Mielke
Thursday 9/4/2025	12:40pm	Customer -pick up check	Michelle Mielke
Thursday 9/4/2025	1:20pm	Disposal Site card - renew	Michelle Mielke
Thursday 9/4/2025	2:11pm	Disposal Site questions	Tammy Nieuwenhuis
Thursday 9/4/2025	2:48pm	Gas questions	Tammy Nieuwenhuis
Thursday 9/4/2025	3:10pm	Lost Disposal card replacement	Tammy Nieuwenhuis
Thursday 9/4/2025	4:20pm	Disposal Site card - renew	Tammy Nieuwenhuis
Friday 9/5/2025	10:00am	Disposal Site card - renew	Tammy Nieuwenhuis
Friday 9/5/2025	10:30am	John Moore-meeting with Allison	Michelle Mielke
Friday 9/5/2025	11:15am	Disposal Site card - renew	Michelle Mielke
Friday 9/5/2025	11:30am	Disposal Site card - renew	Michelle Mielke
Friday 9/5/2025	12:30pm	Disposal Site card - renew	Tammy Nieuwenhuis
Friday 9/5/2025	12:35p	Tree Permit removal	Tammy Nieuwenhuis
Friday 9/5/2025	2:01pm	Non refrigerant sticker	Michelle Mielke
Friday 9/5/2025	2:20pm	Strong Bodies registration	Michelle Mielke
Friday 9/5/2025	2:35pm	Refrigerant Sticker	Michelle Mielke
Monday 9/8/2025	9:35am	PAC Ticket sales	Michelle Mielke
Monday 9/8/2025	10:54am	Disposal Site card - renew	Tammy Nieuwenhuis
Monday 9/8/2025	11:30am	Game Day questions	Michelle Mielke
Monday 9/8/2025	11:50am	Large /Irregular pick up questions	Michelle Mielke
Monday 9/8/2025	12:05pm	Disposal Site card - renew	Michelle Mielke
Monday 9/8/2025	1:55pm	Disposal Site card - renew	Michelle Mielke & Tammy N.
Monday 9/8/2025	2:05pm	Disposal Site card - renew	Michelle Mielke
Monday 9/8/2025	2:05pm	Community Room info-tour	Tammy Nieuwenhuis
Monday 9/8/2025	2:10pm	Little Dribblers registration	Michelle Mielke
Monday 9/8/2025	3:30pm	Disposal Site card -new	Tammy Nieuwenhuis
Monday 9/8/2025	3:40pm	Park key returned	Michelle Mielke
Tuesday 9/9/2025	8:10am	Appliance sticker	Tammy Nieuwenhuis
Tuesday 9/9/2025	9:02 AM	Disposal Site card -new	Michelle Mielke
Tuesday 9/9/2025	9:50am	Customer questions	Tammy Nieuwenhuis
Tuesday 9/9/2025	10:48am	Non refrigerant sticker	Lilly Foster
Tuesday 9/9/2025	11:00am	Disposal site card	Lilly Foster
Tuesday 9/9/2025	1:30pm	Loan Closet check out	Tammy Nieuwenhuis
Tuesday 9/9/2025	1:34pm	Strong Bodies registration	Lilly Foster
Tuesday 9/9/2025	2:51pm	Disposal Site card -new	Tammy Nieuwenhuis
Tuesday 9/9/2025	3:00pm	Disposal Site card -new	Michelle Mielke
Tuesday 9/9/2025	4:19pm	Non refrigerant sticker	Lilly Foster
Wednesday 9/10/2025	8:15 AM	Customer questions	Tammy Nieuwenhuis
Wednesday 9/10/2025	8:35am	Microphone pickup/room reserved	Michelle Mielke
Wednesday 9/10/2025	9:02am	Key Pick Up -mealsite	Tammy Nieuwenhuis
Wednesday 9/10/2025	9:22am	Disposal Site card - renew	Michelle Mielke
Wednesday 9/10/2025	9:40am	Community Room Rental	Michelle Mielke
Wednesday 9/10/2025	9:46am	Appliance sticker	Tammy Nieuwenhuis
Wednesday 9/10/2025	11:15am	Loan Closet return item/donation	Michelle Mielke
Wednesday 9/10/2025	1:50pm	Disposal Site card - renew	Tammy Nieuwenhuis
Wednesday 9/10/2025	2:10pm	Disposal Site card - renew	Tammy Nieuwenhuis
Wednesday 9/10/2025	2:30pm	Disposal Site card - renew	Tammy Nieuwenhuis
Wednesday 9/10/2025	2:47pm	Disposal Site card - renew	Michelle Mielke

Thursday 9/11/2025	8:20am	Street questions	Tammy Nieuwenhuis
Thursday 9/11/2025	8:34am	Disposal Site card - renew	Tammy Nieuwenhuis
Thursday 9/11/2025	8:35am	Appliance sticker	Michelle Mielke
Thursday 9/11/2025	9:05am	Key Pick Up -mealsite	Michelle Mielke
Thursday 9/11/2025	10:05am	Disposal Site card - renew	Michelle Mielke
Thursday 9/11/2025	10:15am	Disposal Site card - renew	Tammy Nieuwenhuis
Thursday 9/11/2025	10:40am	JonenPark Rental -Key Pick up	Michelle Mielke
Thursday 9/11/2025	10:45am	Disposal Site card - renew	Tammy Nieuwenhuis
Thursday 9/11/2025	10:45am	Microphone return from rental	Michelle Mielke
Thursday 9/11/2025	10:50am	Appliance sticker	Michelle Mielke
Thursday 9/11/2025	11:20am	UPS Delivery	Michelle Mielke
Thursday 9/11/2025	11:50am	Vendor Sales Rep-Streets	Michelle Mielke
Thursday 9/11/2025	12:00pm	XYZ registration	Michelle Mielke
Thursday 9/11/2025	12:32pm	Disposal Site card - renew	Tammy Nieuwenhuis
Thursday 9/11/2025	2:50pm	Recreation Registrations	Michelle Mielke
Friday 9/12/2025	8:08 am	2 Appliance Stickers	Michelle Mielke
Friday 9/12/2025	8:26 am	1 Appliance Sticker	Tammy Nieuwenhuis
Friday 9/12/2025	8:41 am	1 Appliance Sticker	Tammy Nieuwenhuis
Friday 9/12/2025	8:46 am	Disposal Site card - renew	Michelle Mielke
Friday 9/12/2025	11:13 AM	Disposal Site card - renew	Michelle Mielke
Friday 9/12/2025	11:15 AM	Disposal Site card - renew	Michelle Mielke
Friday 9/12/2025	11:16 AM	Appliance sticker	Lilly Foster
Friday 9/12/2025	11:46 AM	Disposal Site card - renew	Tammy Nieuwenhuis
Friday 9/12/2025	11:50am	New XYZ registration	Michelle Mielke
Friday 9/12/2025	1:09 pm	Appliance sticker	Lilly Foster
Friday 9/12/2025	1:22 pm	Appliance sticker	Lilly Foster
Friday 9/12/2025	3:38 pm	Disposal Card Renew	Tammy Nieuwenhuis
Monday 9/15/2025	8:03 am	Appliance sticker	Michelle Mielke
Monday 9/15/2025	8:53 am	Appliance sticker	Michelle Mielke
Monday 9/15/2025	9:15 AM	Visitor - Meet with Terri	Michelle Mielke
Monday 9/15/2025	9:20 AM	Engineering lot line questions	Michelle Mielke
Monday 9/15/2025	9:27 am	Appliance sticker	Michelle Mielke
Monday 9/15/2025	9:48 am	Appliance sticker	Michelle Mielke
Monday 9/15/2025	10:19 AM	Disposal Card Renew	Michelle Mielke
Monday 9/15/2025	10:40 AM	Disposal Card New	Allison Engels
Monday 9/15/2025	12:21 PM	Appliance sticker	Lilly Foster
Monday 9/15/2025	12:22 PM	Appliance sticker	Michelle Mielke
Monday 9/15/2025	1:33 pm	Appliance sticker	Lilly Foster
Monday 9/15/2025	1:40 pm	XYZ registration	Lilly Foster
Monday 9/15/2025	1:44 pm	Appliance sticker	Lilly Foster
Monday 9/15/2025	2:15 pm	Card replacement	Michelle Mielke
Monday 9/15/2025	2:52 pm	XYZ registration	Michelle Mielke
Monday 9/15/2025	3:11 pm	Appliance sticker	Michelle Mielke
Monday 9/15/2025	3:22 pm	Appliance sticker	Michelle Mielke
Monday 9/15/2025	3:33 pm	Appliance sticker	Michelle Mielke
Monday 9/15/2025	3:42 pm	Appliance sticker	Michelle Mielke
Tuesday 9/16/2025	8:08 am	Appliance sticker	Michelle Mielke
Tuesday 9/16/2025	8:40 AM	Mealsite Key pick up	Michelle Mielke
Tuesday 9/16/2025	10:00 AM	Appliance sticker	Tammy Nieuwenhuis
Tuesday 9/16/2025	10:57 AM	Appliance sticker	Tammy Nieuwenhuis
Tuesday 9/16/2025	11:43 AM	Disposal Card Renew	Tammy Nieuwenhuis
Tuesday 9/16/2025	12:14 PM	Appliance sticker	Tammy Nieuwenhuis
Tuesday 9/16/2025	1:42 pm	Appliance sticker	Tammy Nieuwenhuis
Tuesday 9/16/2025	3:21 pm	Appliance sticker	Michelle Mielke
Tuesday 9/16/2025	3:30 PM	Loan Closet item	Michelle Mielke
Wednesday 9/17/2025	8:05 AM	Registration questions	Michelle Mielke
Wednesday 9/17/2025	8:20 AM	Rec registration	Michelle Mielke
Wednesday 9/17/2025	8:30 AM	Purchase delivery/supplies	Michelle Mielke
Wednesday 9/17/2025	8:40 AM	Meal site Key pick up	Michelle Mielke
Wednesday 9/17/2025	8:55 AM	Loan Closet item	Michelle Mielke
Wednesday 9/17/2025	10:13 AM	Disposal Card Renew	Michelle Mielke

Wednesday 9/17/2025	11:15 AM	Registration transfer	Michelle Mielke
Wednesday 9/17/2025	11:30 AM	XYZ registration	Michelle Mielke
Wednesday 9/17/2025	11:35 AM	XYZ registration	Michelle Mielke
Wednesday 9/17/2025	12:11 PM	Recreation Registration	Tammy Nieuwenhuis
Wednesday 9/17/2025	1:22 pm	Rec registration	Michelle Mielke
Wednesday 9/17/2025	1:23 pm	Rec registration	Michelle Mielke
Wednesday 9/17/2025	1:24 pm	Rec registration	Michelle Mielke
Wednesday 9/17/2025	1:25 pm	Rec registration	Michelle Mielke
Wednesday 9/17/2025	1:27 pm	Rec registration	Michelle Mielke
Wednesday 9/17/2025	1:28 pm	Rec registration	Michelle Mielke
Wednesday 9/17/2025	2:11 pm	Rec registration	Michelle Mielke
Wednesday 9/17/2025	3:25 pm	Appliance sticker	Michelle Mielke
Wednesday 9/17/2025	3:39 pm	Disposal Card Renew	Michelle Mielke
Thursday 9/18/2025	8:14 am	Disposal Card Renew	Tammy Nieuwenhuis
Thursday 9/18/2025	8:30 am	Meal site Key pick up	Michelle Mielke
Thursday 9/18/2025	9:00 AM	Branch disposal questions	Michelle Mielke
Thursday 9/18/2025	9:05 am	Disposal Card Renew	Tammy Nieuwenhuis
Thursday 9/18/2025	10:30 AM	Package Delivery	Michelle Mielke
Thursday 9/18/2025	11:22 AM	Package Delivery	Lilly Foster
Thursday 9/18/2025	12:03 PM	Phone -district question	Lilly Foster
Thursday 9/18/2025	12:30 PM	Community Room Rental Reservation	Lilly Foster
Thursday 9/18/2025	12:48 PM	Phone - question	Lilly Foster
Thursday 9/18/2025	1:17 pm	Disposal Card Renew	Lilly Foster
Thursday 9/18/2025	1:40 pm	Customer pick up PAC tickets	Lilly Foster
Thursday 9/18/2025	2:20 pm	Disposal Card Renew	Lilly Foster
Thursday 9/18/2025	2:35 pm	Disposal Card Renew	Lilly Foster
Thursday 9/18/2025	2:41 PM	Card follow up	Lilly Foster
Thursday 9/18/2025	2:46 PM	Customer questions	Lilly Foster
Thursday 9/18/2025	3:01 PM	Customer questions	Lilly Foster
Thursday 9/18/2025	3:05 PM	XYZ customer questions	Michelle Mielke
Thursday 9/18/2025	4:00 PM	Customer - lost shoe	Michelle Mielke
Thursday 9/18/2025	4:15 PM	Customer - sign rental agreement	Michelle Mielke
Thursday 9/18/2025	4:25 PM	Flag Football equipment pick up	Michelle Mielke
Friday 9/19/2025	8:00 AM	Lost & Found Customer follow up	Michelle Mielke
Friday 9/19/2025	8:20 AM	Large & Irregular pick up questions	Michelle Mielke
Friday 9/19/2025	8:32 AM	Phone questions	Lilly Foster
Friday 9/19/2025	8:41 AM	Disposal Card Renew	Michelle Mielke
Friday 9/19/2025	9:11 am	Disposal Card Renew	Lilly Foster
Friday 9/19/2025	9:58 am	Disposal Card Renew	Lilly Foster
Friday 9/19/2025	10:04AM	Customer comment	Lilly Foster
Friday 9/19/2025	10:16 AM	Phone - question	Lilly Foster
Friday 9/19/2025	10:20 AM	Phone - question	Lilly Foster
Friday 9/19/2025	10:20 AM	Loan Closet item	Michelle Mielke
Friday 9/19/2025	10:25 AM	Loan Closet item	Lilly Foster
Friday 9/19/2025	10:35 AM	Customer phone questions	Michelle Mielke
Friday 9/19/2025	10:43 AM	Vendor t-shirt delivery	Lilly Foster
Friday 9/19/2025	10:46 AM	Phone - Streets -Pete	Lilly Foster
Friday 9/19/2025	10:49 AM	Phone	Lilly Foster
Friday 9/19/2025	10:51 AM	Phone - Streets -Pete	Lilly Foster
Friday 9/19/2025	11:55 AM	Disposal Card Renew	Michelle Mielke
Friday 9/19/2025	12:02 PM	Disposal Card Renew	Michelle Mielke
Friday 9/19/2025	2:00 PM	Customer request tree types terrace	Michelle Mielke
Friday 9/19/2025	2:09 PM	Willy - Kickball team score sheets	Michelle Mielke
Friday 9/19/2025	3:05 PM	Deposit / Mail pick up	Michelle Mielke
Friday 9/19/2025	3:46 pm	Disposal Card Renew	Michelle Mielke
Monday 9/22/2025	8:25 am	Community Room Rental Reservation	Tammy Nieuwenhuis
Monday 9/22/2025	9:13 am	Disposal Card Renew	Tammy Nieuwenhuis
Monday 9/22/2025	9:50 AM	Dammage reported Community Room Counter	Michelle Mielke
Monday 9/22/2025	10:58 AM	Disposal Card Renew	Tammy Nieuwenhuis
Monday 9/22/2025	11:07 AM	Appliance Sticker	Michelle Mielke
Monday 9/22/2025	11:10 AM	Meal site doors -assist customers -raining	Michelle Mielke

Monday 9/22/2025	2:15 pm	Disposal Card New	Michelle Mielke
Monday 9/22/2025	2:15 PM	Garbage / Recycle questions	Michelle Mielke
Monday 9/22/2025	2:45 PM	Garbage / Recycle Set up - new	Michelle Mielke
Monday 9/22/2025	4:25 pm	Disposal Card New	Tammy Nieuwenhuis
Tuesday 9/23/2025	8:15 AM	Disposal Card questions	Tammy Nieuwenhuis
Tuesday 9/23/2025	8:35 am	Disposal Card Renew	Tammy Nieuwenhuis
Tuesday 9/23/2025	12:15 PM	Disposal Card Renew	Tammy Nieuwenhuis
Tuesday 9/23/2025	12:30 PM	Meal site key return	Michelle Mielke
Tuesday 9/23/2025	1:05 PM	UPS Package delivery	Michelle Mielke
Tuesday 9/23/2025	1:35 PM	Fire Dept applicant	Michelle Mielke
Tuesday 9/23/2025	1:49 pm	Disposal Card Renew	Tammy Nieuwenhuis
Tuesday 9/23/2025	1:52 pm	Disposal Card Renew	Michelle Mielke
Tuesday 9/23/2025	2:19 pm	Disposal Card Renew	Tammy Nieuwenhuis
Tuesday 9/23/2025	2:41 pm	Disposal Card Renew	Tammy Nieuwenhuis
Tuesday 9/23/2025	2:55 pm	Tree Planting questions	Tammy Nieuwenhuis
Tuesday 9/23/2025	3:36 PM	Pickleball Court questions	Tammy Nieuwenhuis
Wednesday 9/24/2025	9:20 AM	Meal site key pick up	Michelle Mielke
Wednesday 9/24/2025	10:30 AM	Loan Closet item - wheel chair	Michelle Mielke
Wednesday 9/24/2025	10:45 AM	Meal Site - new driver	Michelle Mielke
Wednesday 9/24/2025	11:15 AM	Disposal Card Renew	Michelle Mielke
Wednesday 9/24/2025	11:34 AM	Disposal Card Renew	Michelle Mielke
Wednesday 9/24/2025	11:43 AM	Disposal Card Renew	Tammy Nieuwenhuis
Wednesday 9/24/2025	11:49 AM	Disposal Card Renew	Tammy Nieuwenhuis
Wednesday 9/24/2025	12:18 PM	Disposal Card Renew	Tammy Nieuwenhuis
Wednesday 9/24/2025	1:15 PM	Lions Club- Picked up loan closet items	Tammy Nieuwenhuis
Wednesday 9/24/2025	1:21 pm	Disposal Card Renew	Tammy Nieuwenhuis
Wednesday 9/24/2025	2:27 pm	Disposal Card Renew	Michelle Mielke
Wednesday 9/24/2025	2:34 pm	Appliance Sticker	Michelle Mielke
Wednesday 9/24/2025	2:39 pm	Disposal Card Renew	Michelle Mielke
Wednesday 9/24/2025	3:14 pm	Disposal Card Renew	Michelle Mielke
Wednesday 9/24/2025	3:22 pm	Disposal Card Renew	Tammy Nieuwenhuis
Wednesday 9/24/2025	3:36 pm	Recreation Activity Registration	Tammy Nieuwenhuis
Wednesday 9/24/2025	4:00 PM	Re-check Renewal disposal card- not working	Tammy Nieuwenhuis
Thursday 9/25/2025	9:00 am	Disposal Card Renew	Tammy Nieuwenhuis
Thursday 9/25/2025	10:27 AM	Disposal Card Renew	Tammy Nieuwenhuis
Thursday 9/25/2025	11:02 AM	Disposal Card Renew	Tammy Nieuwenhuis
Thursday 9/25/2025	1:01 pm	Disposal Card Renew	Michelle Mielke
Thursday 9/25/2025	1:39 pm	Recreation Activity Registration	Michelle Mielke
Thursday 9/25/2025	2:49 pm	Disposal Card Renew	Michelle Mielke
Thursday 9/25/2025	2:55 pm	Disposal Card Renew	Tammy Nieuwenhuis
Thursday 9/25/2025	2:59 pm	Recreation Activity Registration	Michelle Mielke
Thursday 9/25/2025	3:18 pm	Disposal Card Renew	Michelle Mielke
Friday 9/26/2025	9:10 am	Community Room Rental Reservation Refund	Michelle Mielke
Friday 9/26/2025	9:24 am	Disposal Card Renew	Michelle Mielke
Friday 9/26/2025	10:34 AM	Disposal Card Renew	Tammy Nieuwenhuis
Friday 9/26/2025	10:34 AM	Disposal Card Renew	Michelle Mielke
Friday 9/26/2025	12:43 PM	Card Replacement -lost	Tammy Nieuwenhuis
Friday 9/26/2025	12:47 PM	Disposal Card Renew	Tammy Nieuwenhuis
Friday 9/26/2025	1:41 pm	Disposal Card Renew	Tammy Nieuwenhuis
Monday 9/29/2025	8:01 am	Disposal Card Renew	Michelle Mielke
Monday 9/29/2025	8:48 am	Disposal Card Renew	Tammy Nieuwenhuis
Monday 9/29/2025	9:39 am	Recreation Activity Registration	Michelle Mielke
Monday 9/29/2025	10:18 AM	Recreation Activity Registration	Michelle Mielke
Monday 9/29/2025	10:27 AM	Disposal Card Renew	Michelle Mielke
Monday 9/29/2025	10:40 AM	Disposal Card Renew	Tammy Nieuwenhuis
Monday 9/29/2025	11:22 AM	Disposal Card Renew	Tammy Nieuwenhuis
Monday 9/29/2025	1:30 pm	Disposal Card Renew	Tammy Nieuwenhuis
Monday 9/29/2025	1:33 pm	Disposal Card Renew	Tammy Nieuwenhuis
Monday 9/29/2025	3:08 pm	Disposal Card Renew	Michelle Mielke
Monday 9/29/2025	3:28 pm	Disposal Card Renew	Michelle Mielke
Monday 9/29/2025	3:32 pm	Appliance Sticker	Michelle Mielke

Monday 9/29/2025	3:34 pm	Recreation Activity Registration	Michelle Mielke
Monday 9/29/2025	4:03 pm	Appliance Sticker	Tammy Nieuwenhuis
Tuesday 9/30/2025	11:58 AM	Disposal Card Renew	Tammy Nieuwenhuis
Tuesday 9/30/2025	12:31 PM	Recreation Activity Registration	Tammy Nieuwenhuis
Tuesday 9/30/2025	12:31 PM	Appliance Sticker	Michelle Mielke
Tuesday 9/30/2025	2:05 pm	Disposal Card Renew	Tammy Nieuwenhuis
Tuesday 9/30/2025	3:02 pm	Disposal Card Renew	Tammy Nieuwenhuis
Wenesday 10/1/2025	8:05 AM	Renter picked up forgotten items	Michelle Mielke
Wenesday 10/1/2025	8:48 am	Community Room Rental Reservation Refund	Michelle Mielke
Wenesday 10/1/2025	8:52 am	Disposal Card Renew	Tammy Nieuwenhuis
Wenesday 10/1/2025	11:30 AM	Recreation Activity Registration	Michelle Mielke
Wenesday 10/1/2025	11:30 AM	Farmers Market questions	Tammy Nieuwenhuis
Wenesday 10/1/2025	11:35 AM	Recreation Activity Registration	Michelle Mielke
Wenesday 10/1/2025	11:39 AM	Disposal Card Renew	Tammy Nieuwenhuis
Wenesday 10/1/2025	1:28 pm	Disposal Card Renew	Tammy Nieuwenhuis
Wenesday 10/1/2025	1:30 pm	Disposal Card Renew	Tammy Nieuwenhuis
Wenesday 10/1/2025	2:41 pm	Disposal Card Renew	Michelle Mielke
Wenesday 10/1/2025	3:48 pm	Recreation Activity Registration	Michelle Mielke
Thursday 10/2/2025	8:23 am	Disposal Card Renew	Tammy Nieuwenhuis
Thursday 10/2/2025	8:45 AM	Meal Site - Key pick up	Michelle Mielke
Thursday 10/2/2025	9:00 AM	Loan Closet item pick up	Michelle Mielke
Thursday 10/2/2025	9:17 am	Disposal Card Renew	Michelle Mielke
Thursday 10/2/2025	12:54 PM	Disposal Card Renew	Michelle Mielke
Thursday 10/2/2025	3:30 pm	Community Room Rental Reservation	Tammy Nieuwenhuis
Thursday 10/2/2025	3:50 PM	Kaukauna Parade	Tammy Nieuwenhuis
Friday 10/3/2025	10:24 AM	Disposal Card Renew	Tammy Nieuwenhuis
Friday 10/3/2025	10:35 AM	Loan Closet return	Michelle Mielke
Friday 10/3/2025	11:04 AM	Disposal Card Renew	Tammy Nieuwenhuis
Friday 10/3/2025	11:12 AM	Disposal Card Renew	Michelle Mielke
Friday 10/3/2025	1:06 pm	Phone-PAC Tickets	Lilly Fosters
Friday 10/3/2025	1:52 pm	Appliance Sticker	Lilly Fosters
Friday 10/3/2025	2:26 pm	Disposal Card Renew	Lilly Fosters
Friday 10/3/2025	2:31 AM	Phone questions	Lilly Fosters
Friday 10/3/2025	2:39 PM	Special Events Application	Lilly Fosters
Friday 10/3/2025	3:40 pm	Disposal Card Renew	Lilly Fosters
Friday 10/3/2025	3:52 pm	Disposal Card Renew	Lilly Fosters
Monday 10/6/2025	8:15 AM	Loan Closet -wheel chair	Michelle Mielke
Monday 10/6/2025	11:13 AM	Recreation Activity Registration	Michelle Mielke
Monday 10/6/2025	11:47 AM	Disposal Card Renew	Michelle Mielke
Monday 10/6/2025	12:49 PM	Disposal Card Renew	Tammy Nieuwenhuis
Monday 10/6/2025	12:57 PM	Disposal Card Renew	Tammy Nieuwenhuis
Monday 10/6/2025	2:34 pm	Disposal Card Renew	Michelle Mielke
Monday 10/6/2025	3:01 pm	Disposal Card Renew	Michelle Mielke
Monday 10/6/2025	3:43 pm	Disposal Card New	Michelle Mielke
Monday 10/6/2025	3:50 pm	Meeting Calendar change	Michelle Mielke
Monday 10/6/2025	4:10 PM	Community Room	Tammy Nieuwenhuis
Tuesday 10/7/2025	8:12 am	Recreation Activity Registration	Michelle Mielke
Tuesday 10/7/2025	8:54 am	Community Room Rental Refund	Michelle Mielke
Tuesday 10/7/2025	9:25 am	Streets - Branch pick up questions	Michelle Mielke
Tuesday 10/7/2025	10:24 AM	Disposal Card Renew	Michelle Mielke
Tuesday 10/7/2025	10:26 AM	Disposal Card Renew	Michelle Mielke
Tuesday 10/7/2025	10:39 AM	Disposal Card Renew	Michelle Mielke
Tuesday 10/7/2025	11:09 AM	Disposal Card Renew	Tammy Nieuwenhuis
Tuesday 10/7/2025	11:46 AM	Disposal Card Renew	Tammy Nieuwenhuis
Tuesday 10/7/2025	4:17 pm	Disposal Card Renew	Tammy Nieuwenhuis
Wednesday 10/8/2025	9:34 am	Disposal Card Renew	Tammy Nieuwenhuis
Wednesday 10/8/2025	11:14 AM	Disposal Card Renew	Michelle Mielke
Wednesday 10/8/2025	11:25 AM	Disposal Card Renew	Tammy Nieuwenhuis
Wednesday 10/8/2025	11:48 AM	Recreation Activity Registration	Michelle Mielke
Wednesday 10/8/2025	11:40 AM	Meeting Supplies / Community Room	Michelle Mielke
Wednesday 10/8/2025	11:51 AM	Recreation Activity Registration	Michelle Mielke

Wednesday 10/8/2025	11:53 AM	Recreation Activity Registration	Michelle Mielke
Wednesday 10/8/2025	11:55 AM	Recreation Activity Registration	Michelle Mielke
Wednesday 10/8/2025	11:57 AM	Recreation Activity Registration	Michelle Mielke
Wednesday 10/8/2025	12:20 PM	Package Delivery	Michelle Mielke
Wednesday 10/8/2025	12:25pm	Community Room Rental questions	Michelle Mielke
Wednesday 10/8/2025	12:30 PM	Recreation Activity Registration	Michelle Mielke
Wednesday 10/8/2025	1:27 pm	Disposal Card Renew	Tammy Nieuwenhuis
Wednesday 10/8/2025	2:06 pm	Disposal Card Renew	Tammy Nieuwenhuis
Wednesday 10/8/2025	3:26 pm	Appliance Sticker	Michelle Mielke
Wednesday 10/8/2025	3:37 pm	Appliance Sticker	Michelle Mielke
Thursday 10/9/2025	8:45 AM	Loan Closet item informatoin	Michelle Mielke
Thursday 10/9/2025	9:41 am	Disposal Card New	Tammy Nieuwenhuis
Thursday 10/9/2025	10:32 AM	Appliance Sticker	Michelle Mielke
Thursday 10/9/2025	10:41 AM	Disposal Card Renew	Michelle Mielke
Thursday 10/9/2025	12:04 PM	Disposal Card Renew	Tammy Nieuwenhuis
Thursday 10/9/2025	12:46 PM	Loan Closet item informatoin	Tammy Nieuwenhuis
Thursday 10/9/2025	3:00 pm	Disposal Card Renew	Tammy Nieuwenhuis
Thursday 10/9/2025	3:59 pm	Disposal Card Renew	Michelle Mielke
Thursday 10/9/2025	4:11 pm	Recreation Activity Registration	Michelle Mielke
Friday 10/10/2025	9:34 am	Appliance Sticker	Michelle Mielke
Friday 10/10/2025	9:49 am	Appliance Sticker	Michelle Mielke
Friday 10/10/2025	10:10 AM	Community Room Rental	Michelle Mielke
Friday 10/10/2025	10:49 AM	Appliance Sticker	Tammy Nieuwenhuis
Friday 10/10/2025	11:06 AM	Appliance Sticker	Tammy Nieuwenhuis
Friday 10/10/2025	11:16 AM	Appliance Sticker	Tammy Nieuwenhuis
Friday 10/10/2025	11:37 AM	Appliance Sticker	Tammy Nieuwenhuis
Friday 10/10/2025	11:46 AM	Disposal Card Renew	Tammy Nieuwenhuis
Friday 10/10/2025	12:16 PM	Disposal Card Renew	Tammy Nieuwenhuis
Friday 10/10/2025	12:40 PM	Disposal Card Renew	Tammy Nieuwenhuis
Friday 10/10/2025	1:06 pm	Disposal Card Renew	Tammy Nieuwenhuis
Friday 10/10/2025	1:17 pm	Disposal Card Renew	Tammy Nieuwenhuis
Friday 10/10/2025	1:36 pm	Disposal Card Renew	Tammy Nieuwenhuis
Friday 10/10/2025	2:29 pm	Disposal Card Renew	Tammy Nieuwenhuis

Date & Day of Week	Time	Reason for Visit	Staff Member	Phone		
Thursday 9/4/25	9:25am	Revaluation Question	Kayla			
Thursday 9/4/25	10:35am	Revaluation Question	Christina			
Thursday 9/4/25	12:40pm	Bartender Cert Turned In	Graci			
Thursday 9/4/25	1:10pm	Citation Payment	Christina			
Friday 9/5/25	1:25pm	Revaluation Question	Kayla	X		
Friday 9/5/25	2:00pm	Citation Payment	Graci			
Monday 9/8/25	9:00am	License questions for in-home business	Christina			
Monday 9/8/25	1:30pm	Citation Payment	Graci			
Monday 9/8/25	3:00pm	Citation Payment	Kayla			
Monday 9/8/25	3:25pm	Citation Payment	Christina			
Tuesday 9/9/25	8:40am	Invoice Payment	Kayla	X		
Tuesday 9/9/25	8:45am	Dog License Question	Kayla/Christina			*
Tuesday 9/9/25	9:05am	Court/Citation Payment	Christina			
Tuesday 9/9/25	9:07am	Court/Citation Payment	Christina			
Tuesday 9/9/25	9:09am	Court/Citation Payment	Christina			
Tuesday 9/9/25	10:12am	Wheel Tax Question	Kayla	X		
Tuesday 9/9/25	10:10am	Bartender Application	Christina			
Tuesday 9/9/25	11:00am	Voting Question	Christina			
Tuesday 9/9/25	2:54pm	Citation Payment	Kayla			
Tuesday 9/9/25	4:00pm	Citation Payment	Kayla			
Tuesday 9/9/25	4:25pm	Citation Payment	Kayla			
Wednesday 9/10/25	8:10am	Citation Payment	Christina			
Wednesday 9/10/25	9:57am	Directions to Library	Kayla			
Wednesday 9/10/25	9:50am	Someone looking to speak to the Clerk of Courts	Christina			
Wednesday 9/10/25	10:45am	Question on Check Received by Kwik Trip	Kayla/Christina	X		*
Thursday 9/11/25	10:00am	Board of Review Question	Kayla	X		
Thursday 9/11/25	10:34am	Citation Payment	Kayla			
Thursday 9/11/25	10:40am	Revaluation Question	Christina			
Friday 9/12/25	9:43am	Invoice Payment	Kayla	X		
Friday 9/12/25	9:46am	Revaluation Question	Kayla			
Friday 9/12/25	10:15am	Revaluation Question	Kayla			
Friday 9/12/25	2:10pm	Check Question	Kayla/Graci/Christina			*
Friday 9/12/25	3:35pm	Notary Question	Kayla			
Monday 9/15/25	10:35am	Real Estate Request Question	Kayla	X		
Monday 9/15/25	12:32pm	Court Fine Payment - Credit Card System Down	Graci			
Tuesday 9/16/25	12:50pm	Inspection Payment	Kayla			
Tuesday 9/16/25	11:50am	AP Question from Vendor	Christina	X		

Tuesday 9/16/25	9:00am	AP Call Regarding a Credit	Christina	X		
Wednesday 9/17/25	10:15am	Court Fine Payment - Credit Card System Down	Christina			
Wednesday 9/17/25	10:46am	Court Payment	Christina			
Wednesday 9/17/25	11:34am	Tax Revaluation Question	Graci	X		
Wednesday 9/17/25	3:35pm	Court Payment	Christina			
Wednesday 9/17/25	3:56pm	Question about when next council meeting is	Christina			
Thursday 9/18/25	9:25am	Question regarding notary services	Christina	X		
Thursday 9/18/25	11:00am	Liquor License Question	Kayla	X		
Thursday 9/18/25	12:10pm	Court Payment	Kayla			
Thursday 9/18/25	3:30pm	Court Question	Christina			
Thursday 9/18/25	3:40pm	Bartender Status Question	Christina	X		
Friday 9/19/25	9:30am	Building Permit Payment	Christina			
Friday 9/19/25	11:10am	Court Payment Question	Kayla	X		
Friday 9/19/25	12:46pm	Invoice Payment	Graci	X		
Friday 9/19/25	1:38pm	Invoice Payment	Graci	X		
Friday 9/19/25	3:50pm	Board of Review Form Drop Off	Graci			
Monday 9/22/25	2:13pm	Court Payment Question	Christina			
Tuesday 9/23/25	12:00pm	Special Assessment Payment	Christina			
Tuesday 9/23/25	12:01pm	Invoice Payment	Graci	X		
Tuesdy 9/23/25	12:50pm	Street Special Assessment Question	Graci	X		
Tuesday 9/23/25	12:55pm	Revaluation/Tax Question	Graci	X		
Tuesday 9/23/25	2:23pm	Special Assessment Payment	Graci			
Tuesday 9/23/25	3:24pm	Inspection Payment	Graci			
Tuesday 9/23/25	3:50pm	Citation Payment	Christina			
Tuesday 9/23/25	4:12pm	Citation Payment	Christina			
Wednesday 9/24/25	10:00am	Special Assessment Question	Graci	X		
Wednesday 9/24/25	10:15am	Special Assessment Payment	Graci	X		
Wednesday 9/24/25	10:20am	Special Assessment Payment	Graci			
Wednesday 9/24/25	10:25am	Special Assessment Payment	Graci			
Wednesday 9/24/25	12:30pm	Tax Bill Question	Graci/Christina			*
Wednesday 9/24/25	1:37pm	Invoice Payment and Recycling Question	Graci			
Wednesday 9/24/25	2:324pm	Real Estate Request Payment	Christina	X		
Wednesday 9/24/25	3:45pm	Invoice Payment	Christina			
Thursday 9/25/25	8:35am	Special Assessment Payment	Christina			
Thursday 9/25/25	9:25am	Real Estate Request Payment	Christina			
Thursday 9/25/25	11:22am	Special Assessment Payment	Christina			
Thursday 9/25/25	12:11pm	Real Estate Request Payment	Christina	X		
Thursday 9/25/25	12:52pm	Citation Payment	Christina			

Friday 9/26/25	10:35am	Invoice Payment	Christina			
Friday 9/26/25	11:55am	Dog License	Christina			
Friday 9/26/25	1:13pm	Citation Payment	Christina			
Friday 9/26/25	4:24pm	Pickup Liquor License	Christina			
Monday 9/29/25	9:20am	Payment for Permit	Christina			
Monday 9/29/25	10:45am	Special Assessment Payment	Christina			
Monday 9/29/25	11:30am	Inspection Permit Payment	Graci			
Monday 9/29/25	11:45am	Alderperson Question	Graci	X		
Monday 9/29/25	1:30pm	Dog License Payment	Graci			
Monday 9/29/25	2:41pm	Citation Payment	Graci			
Monday 9/29/25	3:58pm	Tax Payment Question	Christina	X		
Wednesday 10/1/25	11:30am	Right of Way Permit Payment	Christina	X		
Wednesday 10/1/25	11:38am	Special Assessment Payment	Graci			
Wednesday 10/1/25	12:28pm	Special Assessment Question	Graci	X		
Wednesday 10/1/25	1:30pm	Special Assessment Question	Graci	X		
Wednesday 10/1/25	1:33pm	Citation Payment	Graci			
Wednesday 10/1/25	2:02pm	Invoice Payment	Graci			
Wednesday 10/1/25	2:38pm	Special Assessment Payment	Christina			
Wednesday 10/1/25	2:42pm	Special Assessment Question	Graci	X		
Thursday 10/2/25	10:05am	Special Assessment Payment	Christina			
Thursday 10/2/25	10:10am	Special Assessment Payment	Christina			
Thursday 10/2/25	10:58am	Special Assessment Payment	Christina			
Friday 10/3/25	9:30am	Special Assessment Payment	Christina			
Friday 10/3/25	9:35am	Real Estate Request Payment	Christina	X		
Friday 10/3/25	11:15am	Special Assessment Payment	Christina			
Friday 10/3/25	11:45am	Special Assessment Payment	Graci			
Friday 10/3/25	12:30pm	Citation Payment	Graci			
Friday 10/3/25	1:33pm	Special Assessment Payment	Graci			
Friday 10/3/25	1:58pm	Citation Payment	Graci			
Friday 10/3/25	2:15pm	Inquiry about Carnegie Building Apartments	Christina			
Friday 10/3/25	4:05pm	Notarize Papers	Christina			
Monday 10/6/25	8:50am	Permit Payment	Kayla	X		
Monday 10/6/25	9:00am	Citation Payment	Christina			
Monday 10/6/25	10:23am	Citation Payment	Christina			
Monday 10/6/25	10:40am	Citation Question	Christina			
Monday 10/6/25	10:50am	Special Assessment Payment	Kayla			
Monday 10/6/25	3:35pm	Citation Payment	Christina			
Tuesday 10/7/25	9:12am	Citation Payment	Christina			

Date & Day of Week	Time	Reason for Visit or Call	Staff Member	Phone		Department
Thursday 9/4/25	4:14 PM	Property Valuation Question for Property owner's Bank	William Van Rossum	x		Finance
Monday 9/8/25	9:30 AM	Question about home occupancy	Adrienne Nelson			Planning
Monday 9/8/25	3:54 PM	Property tax escrow question from resident	William Van Rossum	x		Finance
Monday 9/8/25	12:10 PM	Question regarding permit for pole shed	Ashley Roehl		No one from planning around to answer question	Finance
Tuesday 9/9/25	12:30pm	Wanted copy of fence permit from 2006	Adrienne Nelson			Planning
Tuesday 9/9/25	1:50 PM	Question regarding why a sump pump inspection was deemed "illegal", looking to see what he needs to do to make it "legal"	Tyler Ault		No one from planning around to answer question	Finance
Thursday 9/11/25	1:30pm	Fence permit application help	Adrienne Nelson			Planning
Friday 9/12/25	9:30am	Multiple permit applications help	Adrienne Nelson			Planning
Friday 9/12/25	10:00am	Detached garage permit application help	Adrienne Nelson			Planning
Friday 9/12/25	1:12 PM	Call from Sales person for bidding software	William Van Rossum	X		Finance
Friday 9/12/25	1:15pm	Detached garage questions	Adrienne Nelson			Planning
Tuesday 9/16/25	8:10am	Achitectual plan for burned out house	Brett Jansen			Planning
Wednesday 9/17/25	9:00am	Carport permit application	Brett/Adrienne			Planning
Thursday 9/18/25	8:31 AM	Dropping off sealed envelope for David Kittel	Tyler Ault			Finance
Thursday 9/18/25	10:34 AM	Call From Aaron Wallin from KU regarding an Investment Question	William Van Rossum	x		Finance
Thursday 9/18/25	1:00pm	Touchbase on building concept/facade requirements	Adrienne Nelson			Planning
Thursday 9/18/25	2:26 PM	Call From Sales person for Timeclock Plus	William Van Rossum	x		Finance
Thursday 9/18/25	2:31 PM	Call from Oracle sales person for Accounting software	William Van Rossum	x		Finance
Thursday 9/18/25	4:23PM	Parks Staff stopped over to turn in I9 Information	William Van Rossum			Finance
Friday 9/19/25	3:15pm	Slad and grade beam questions	Brett Jansen			Planning
Monday 9/22/25	1:00pm	Annexation follow up questions	Dave Kittel			Planning
Monday 9/22/25	2:45pm	Question on if Kaukauna offered housing grants	Adrienne Nelson			Planning
Tuesday 9/23/25	8:25am	Questions on constructing a flex space & setbacks	Brett/Dave			Planning
Tuesday 9/23/25	1:23PM	School District called about invoice regarding trip to environmental center	William Van Rossum	x		Finance
Tuesday 9/23/25	1:11pm	Dale Baumgart Stopped in to ask a questino about his revaluation letter he recieved in the mail	William Van Rossum			Finance
Wednesday 9/24/25	10:35am	Bench donation application	Adrienne Nelson			Planning
Wednesday 9/24/25	10:40am	Shed permit application questions	Adrienne Nelson			Planning
Friday 9/26/25	10:45am	House tear down questions	Megan Brouch		No one from planning around to answer question	Planning
Monday 9/29/25	9:15am	Driveway permit questions	Adrienne Nelson			Planning
Monday 9/29/25	9:20am	Permit payment - directed downstairs	Adrienne Nelson			Planning
Monday 9/29/25	12:00pm	Copy of permits and inspections	Adrienne Nelson			Planning
Monday 9/29/25	3:25 PM	Agenda and Council chambers software sales cal	William Van Rossum	x		Finance

Tuesday 9/30/25	9:52 AM	Brenda - Called regarding a fall on sidewalk at W Ann Street and Sullivan Avenue	William Van Rossum	x		Finance
Tuesday 9/30/25	3:20pm	Setback questions on variance	Adrienne Nelson			Planning
Thursday 10/2/25	8:41am	Jason Doeren called asking where his tax money was being spent. Asked a variety of questions. Ended with requesting him to send an email to look into his questions and concerns	William Van Rossum	x		Finance
Thursday 10/2/25	1:30pm	Major house renovation	Adrienne/Dave			Planning
Monday 10/6/25	1:55pm	Cloudpermit questions	Adrienne Nelson			Planning
Tuesday 10/7/25	9:36 AM	An Unsolicited Sales call on benefit service (Equitable)... Salesperson is sending email with more information.	William Van Rossum	x		Finance
Wednesday 10/8/25	9:30am	Cloudpermit application help	Adrienne Nelson			Planning
Wednesday 10/8/25	12:55pm	Shed permit questions	Adrienne Nelson			Planning
Wednesday 10/8/25	1:05pm	Paperwork drop off for Elisa	Adrienne Nelson			HR
Thursday 10/9/25	10:25am	Cloudpermit questions for addition	Adrienne Nelson			Planning
Friday 10/10/25	8:10am	Driveway permit questions	Adrienne Nelson			Planning
Friday 10/10/25	11:15am	Shed permit application help	Adrienne Nelson			Planning
Friday 10/10/25	11:30am	I9 Scan	Adrienne Nelson			HR
Friday 10/10/25	11:40am	Fence permit questions	Adrienne Nelson			Planning