

FINANCE AND PERSONNEL COMMITTEE

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



Monday, August 18, 2025 at 6:15 PM

AGENDA

In-Person and Remote Teleconference via ZOOM

1. Correspondence.
2. Discussion Topics.
 - a. Recreation Department Seasonal Titles and Wages.
 - b. Kaukauna Fire Department Restructure.
 - c. Adjourn to Closed Session pursuant to State Statute 19.85(1)(c) to discuss employment, promotion, compensation or performance evaluation data of any public employee- Fire Department Restructure.
 - d. Return to Open Session for possible action.
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, August 18, 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.



MEMO

Department

To: Finance and Personnel Committee
From: Recreation & Community Enrichment Director Vosters and HR Director Hodge
Date: 8/18/2025
Re: Recreation Department Seasonal Titles and Wages

Background information:

The Recreation Department has historically used separate titles and separate pay rates for numerous seasonal positions. Examples are separate job titles and different pay rates between sports instructors.

A review of the sports, fitness, and dance titles and pay rates identified several areas where the titles and rates were no longer in alignment with our programs or competitively paid.

Job Titles will be consolidated from individual programs into consolidated titles for similar programs but will be differentiated based on scope, size, or certification.

Sports titles will go from individual program titles which used a mix of Coordinator or Instructor to:

- Sports Coordinator – leads a program with the support of Sports Assistants due to size of program and number of participants.
- Sports Instructor – leads a class individually without other employee support due to limited program and number of participants.
- Sports Assistant – supports a Coordinator in giving additional guidance and assists with set up and take down for large programs with high numbers of participants.

Fitness titles will go from individual program titles to:

- Certified Fitness Instructor – holds national certification for fitness instruction or specialty.
- Fitness Instructor – non-certified instructor.

Dance Instructor titles will go from being based on number of years of teaching with the City to a single title:

- Dance Instructor – leads a class individually.

The individual program titles or levels by year were all receiving various pay rates and, in some cases, had fallen behind being competitive and in other areas were outpacing the market pay. To allow for more consistency it is proposed to consolidate and adjust the pay rates to the following:

- Sports Coordinator \$23.00/hour
- Sports Instructor \$20.00/hour
- Sports Assistant \$15.50/hour
- Certified Fitness Instructor \$23.00/hour
- Fitness Instructor \$18.00/hour
- Dance Instructor \$20.00/hour

See the attached chart of former titles/rates and proposed consolidated titles/rates.

Budget:

The budget impact for the remainder of 2025 is estimated to be no more than \$1,500.00.

There are a few current Instructors who are returning and who are currently paid at a higher rate than what is proposed. For those returning, it is proposed to freeze the wages of those individuals to not cause a reduction or risk to the program continuity.

- Dance Instructors
- Gymnastics Supervisor
- Yoga Instructor (currently under the Dance title)

Staff Recommended Action:

Staff are looking for approval on the following items:

1. Consolidation of all proposed job titles
 - a. Sports Coordinator
 - b. Sports Instructor
 - c. Sports Assistant
 - d. Dance Instructor
 - e. Fitness Instructor
 - f. Certified Fitness Instructor
2. Proposed Seasonal Pay rates per position



Present Title	2025 Rate	Proposed Title	Proposed Rate
ARCHERY/RIFLERY INSTRUCTOR	\$22.65	Sports Coordinator	\$23.00
DRIBBLERS CLUB COORDINATOR	\$22.65		
FLAG FOOTBALL COORDINATOR (Supervisor)	\$22.90		
FLAG FOOTBALL INSTRUCTOR	\$13.92	Sports Instructor	\$20.00
GOLF INSTRUCTOR	\$26.15		
GYMNASTICS - SPRING / SUMMER / FALL (Instructor)	\$16.00		
GYMNASTICS - SPRING/FALL (Supervisor)	\$29.83	Sports Assistant	\$15.50
VOLLEYBALL INSTRUCTOR	\$22.65		
YOUTH SPORT ASSISTANT	\$15.46		
STRONG BONES INSTRUCTOR	\$16.86	Certified Fitness Instructor	\$23.00
		Fitness Instructor	\$18.00
DANCE INSTRUCTORS - 1 YEAR	\$26.14	Dance Instructor*	\$20.00
DANCE INSTRUCTORS - 2 YEAR	\$27.73		
DANCE INSTRUCTORS - 3 YEAR	\$29.32		



MEMO

Department

To: Finance and Personnel Committee
From: Fire Chief Carrel and HR Director Hodge
Date: 8/18/2025
Re: Kaukauna Fire Department Restructure

Background information:

The decision to restructure the Kaukauna Fire Department was made after careful consideration of our legal responsibilities, industry's best practices, and the needs of our personnel and community.

Since the Shift Assistant Chiefs positions were created in 2006, the demands on our department have changed significantly. With our emergency call volume increasing from 980 to 1,903 during that time, the duties of the role have necessarily evolved to become increasingly focused on frontline emergency response and other company officer duties, rather than chief officer duties.

The new structure clarifies the chain of command, defines responsibilities at each level, and establishes a more traditional and progressive career ladder.

The supplement, "Restructuring with Purpose," outlines the why, how, and what is proposed in the overall proposal.

In summary:

1. Eliminate the Shift Assistant Chief (salary exempt) positions and replace with a Fire Captain (salary non-exempt) position. This affects three employees.
 - a. The Fire Captain position will be a position within the Fire Union.
 - b. Details of a pay structure will be an item of negotiation with the Fire Union.
2. Retitle Assistant Chief-Day and Assistant Chief-Training to Division Chief. This affects two employees.
 - a. The Division Chief position will be placed in the 2025 pay grade 24.

- b. The Division Chiefs will primarily focus on one of two areas, either Training or Operations.
 - c. The reporting for Paid on Call and the updated Fire Captains will be realigned with the updated areas of responsibility.
- 3. Create a civilian Fire Inspector position to alleviate the workload redistribution.
 - a. This position is proposed to be part-time, 20 hours per week, hourly in the 2025 pay grade 10 (\$28.50 – \$34.33).
 - b. This work was previously assigned to one of the Shift Assistant Chief positions.

Strategic Plan:

The restructuring of the Kaukauna Fire Department through the creation of a new Fire Inspector (civilian) position, realignment of work responsibilities, and reporting structure furthers our goals in the People Management and the Community of Choice areas of the Strategic Plan. We are investing in thoughtful planning and benchmarking for our structure, as well as ensuring responsibilities are appropriately distributed to allow for planning and safety.

Budget:

The estimated budget impact on the change to Fire Captains (3 employees) is anticipated to be minimal in that the affected employees will become eligible for overtime; however, working overtime would have been a cost incurred by another eligible member. Exact figures cannot be determined until negotiations and contract implications are worked through.

The estimated annual cost for the part-time Fire Inspector position (non-benefit eligible) is approximately \$36,500 (approximately \$15,200 for 5 months remaining in 2025). This cost would be covered through unused budget in 2025 and will be allocated in the 2026 budget.

Staff Recommended Action:

Staff are looking for approval on the following items:

1. Eliminate the Shift Assistant Chief position and replace it with a Fire Captain position, which will be salary non-exempt, and within the Kaukauna Local 1594 collective bargaining group.
2. Retitle the Assistant Chief-Day and Assistant Chief-Training to Division Chief in pay grade 24.
3. Create the position of Fire Inspector and approval to post and hire as part-time, 20 hours per week, in pay grade 10.
4. Approval to initiate discussion and negotiation with the Fire Union Kaukauna Local 1594 on wages and necessary contract items that will be affected by the above changes.



KAUKAUNA FIRE DEPARTMENT

Restructuring with Purpose

Creating Clarity, Accountability, and Opportunity



August 2025

Welcome & Introduction

This document serves as a roadmap for the Kaukauna Fire Department's organizational restructuring. As Fire Chief, I have prepared this plan for every member of our department—firefighters, fire officers, city leaders, and the broader community. Its purpose is to provide clear information about the changes ahead, explain the reasoning behind them, and describe how we will support each other throughout the process.

This restructuring is the result of months of thoughtful analysis and collaboration, guided by best practices in the fire service and a commitment to both our mission and our people. Our primary goal is to ensure that every member has the clarity, support, and resources needed to succeed in their role—while delivering the highest level of service and safety to the Kaukauna community.

Change is never easy, but it also brings new opportunities. By working together with open communication and mutual respect, we can move forward in a way that honors the strengths of our department and supports the growth of every individual. Thank you for your dedication and commitment as we embark on this next chapter together.

Jake Carrel

Fire Chief, Kaukauna Fire Department

Purpose of This Document

The purpose of this document is to provide a clear and transparent overview of the Kaukauna Fire Department's restructuring plan. It is intended for all members of our department, city leadership, and interested citizens.

This roadmap will:

- ✓ Explain the reasons for restructuring, including the legal, operational, and professional factors that shaped our decision.
- ✓ Describe what is changing, outlining our new organizational structure and the roles within it.
- ✓ Clarify how the transition will be supported, detailing our approach to communication, training, and maintaining a positive work environment.
- ✓ Serve as a reference, with up-to-date job descriptions, a summary of the Subject Matter Lead (SML) system, and placeholders for other key resources such as pay scales.

Our goal is for every member of the Kaukauna Fire Department to understand what to expect, where to find answers, and how to get support during this transition. This document is intended to be practical, transparent, and focused on moving forward together as a unified team.

New Organizational Structure

An overview of planned departmental changes

To better serve our community and support every member of our department, we are moving to a structure that clarifies responsibilities, aligns with industry standards, and strengthens our leadership at every level.

What's Changing:

- ✓ Our three **Shift Assistant Chief** positions will become **Fire Captain** positions, with Captains focused on direct crew supervision and daily shift operations.
- ✓ **Two Division Chief** positions are being established: Division Chief of Operations and Division Chief of Training. These roles are responsible for program management, long-term planning, supporting department-wide initiatives, and overseeing daily operational readiness and response.
- ✓ **Subject Matter Leads (SMLs)** will be formally recognized for their expertise in key specialty areas and will work alongside Division Chiefs to guide department programs.
- ✓ The creation of a civilian part-time **Fire Inspector** position is a critical component for the success of this plan. This role is necessary to manage the department's inspection program, with our current Fire Inspector (Shift Assistant Chief) being transitioned to a Fire Captain. Establishing this new position is an immediate priority.
- ✓ The department's current administrative support of **7.5 hrs per week (0.2 FTE)** is inadequate for existing needs. To enable the new command staff to be fully effective under this restructuring, addressing this administrative deficiency is a priority.

Why We Are Restructuring

The decision to restructure the Kaukauna Fire Department was made after careful consideration of our legal responsibilities, industry best practices, and the needs of our personnel and community.

Key reasons for restructuring include:

Legal Compliance and Risk Reduction

A primary driver for this restructuring is to ensure that our department's leadership roles are clearly defined and aligned with the current demands of our department. Since the Shift Assistant Chiefs positions were created in 2006, the demands on our department have changed significantly. With our emergency call volume increasing from 980 to 1,903 during that time, the duties of the role have necessarily evolved to become increasingly focused on frontline emergency response and other company officer duties, rather than chief officer duties. This evolution, combined with feedback from within the department, prompted a formal review to ensure the position's classification is aligned with the Fair Labor Standards Act (FLSA).

To better reflect the role's current responsibilities and to ensure our structure is sustainable for the future, we are updating the position to a non-exempt Fire Captain. This proactive change aligns the classification with the work being performed today, provides clarity for our personnel, and ensures that they are fairly compensated in accordance with federal guidelines.

Clearer Roles and Career Pathways

The new structure clarifies the chain of command, defines responsibilities at each level, and establishes a more traditional and progressive career ladder. Creating the Fire Captain position, with a focus on shift supervision and crew leadership, provides a clear path for professional advancement while aligning us with the standards of similar departments across the region.

Improved Operations and Accountability

By centralizing administrative and program responsibilities with two Division Chiefs—Operations and Training—our department can operate more efficiently. Captains can devote more attention to leading their crews and ensuring operational readiness, while Division

Chiefs focus on long-term planning, compliance, and program development. This results in stronger day-to-day leadership and improved service delivery for the community.

Preserving and Leveraging Expertise

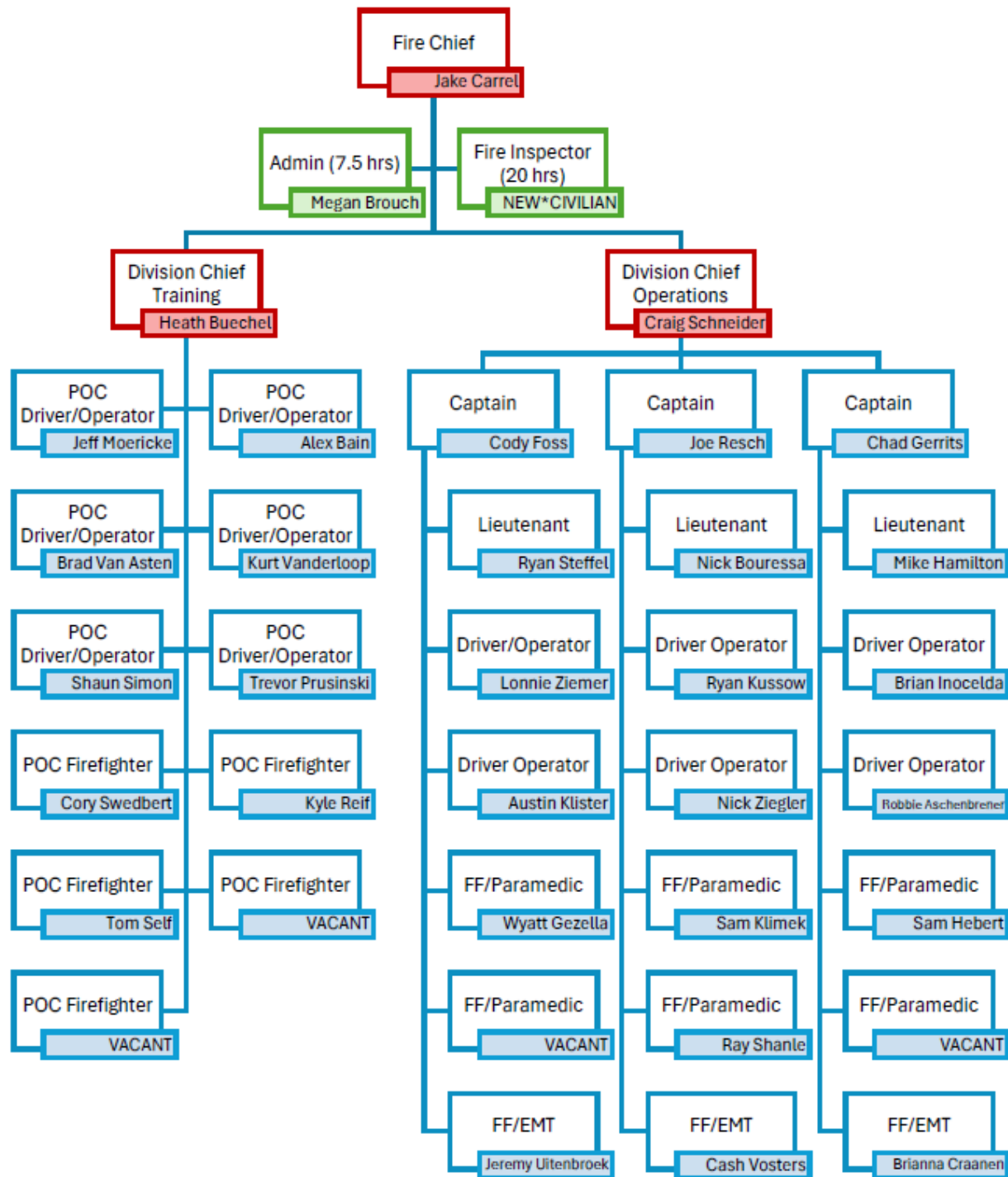
Our new Subject Matter Lead (SML) system recognizes and utilizes the specialized skills of our members. SMLs will advise and support Division Chiefs in critical areas such as Public Education, Apparatus, SCBA Maintenance, and Tools, ensuring that valuable knowledge and experience continue to benefit the department.

Supporting Professional Growth and Engagement

This restructuring is designed to create more opportunities for all members to learn, lead, and be recognized for their contributions. By establishing clear roles, fair compensation practices, and new avenues for involvement, we are investing in the future of our department and the well-being of our team.

We believe these changes will strengthen the Kaukauna Fire Department—positioning us for continued success and preparing our less-tenured staff for future leadership positions.

Proposed Organizational Chart



Position Roles and Responsibilities

- ✓ **Fire Chief**
Provides overall leadership, strategic vision, and serves as the department's primary representative to city administration, elected officials, and the community.
- ✓ **Division Chief of Operations**
Oversees daily operational readiness, EMS administration, quality assurance, and supervises all Fire Captains.
- ✓ **Division Chief of Training**
Leads the department's training, professional development, and Paid-on-Call (POC) program, promoting continuous improvement and preparedness by fostering a culture of growth and learning in fire, rescue, and emergency medical services.
- ✓ **Fire Captain**
Lead each 24-hour shift, supervise and mentor their crews, maintain operational readiness, and ensure effective response to emergencies. Captains report to the Division Chief of Operations.
- ✓ **Lieutenants, Driver/Operators, and Firefighter/Paramedics**
Support shift operations, carry out assigned duties, and report up through their Captain.
- ✓ **Paid-on-Call (POC) Staff**
Participate in training and emergency response as needed, under the direction of the Division Chief of Training.
- ✓ **Subject Matter Leads (SMLs)**
Designated members with expertise in specific areas (such as Public Education, Apparatus, SCBA Maintenance, Tools, etc), who advise and assist Division Chiefs to ensure ongoing excellence and innovation in department programs.

This structure strengthens our ability to serve the community, clarifies who is responsible for what, and creates new opportunities for every member to grow and lead.

How the Transition Will Be Supported

We recognize that change, even when positive and necessary, brings questions and adjustments for everyone involved. Our goal is to make this transition as smooth, transparent, and supportive as possible for every member of the Kaukauna Fire Department.

Support for staff during the transition:

Open and Ongoing Communication

We are committed to sharing regular updates, timelines, and important information as the transition progresses. Leadership will be available for one-on-one conversations, group meetings, and to answer questions as they arise. Feedback is valued and will be used to help guide the process.

Clear Roles and Expectations

We will provide updated job descriptions, an organizational chart, and a responsibility matrix to clarify new roles and reporting lines. Training sessions and written resources will help every member understand expectations and how their contributions fit into the new structure.

Recognition of Experience and Expertise

We honor the skills and dedication of every firefighter, especially those whose roles or titles are changing. The Subject Matter Lead (SML) system is designed to ensure that their expertise continues to shape our programs and services.

Professional Development and Training

Leadership development, mentorship, and ongoing training opportunities will be available—especially for those moving into new roles or responsibilities. Our goal is to set every firefighter up for success.

Support and Flexibility

We will monitor workloads, listen to concerns, and adjust as necessary to ensure that no individual or shift becomes overwhelmed. Administrative support and resources will be provided where necessary.

Our commitment is to work together, stay connected, and adapt as needed to ensure this transition strengthens our department and benefits every member. If you have concerns or suggestions, please reach out to either the Division Chiefs or the Fire Chief at any time.

Subject Matter Lead (SML) System

As part of our organizational restructuring, the Kaukauna Fire Department is implementing a Subject Matter Lead (SML) system to strengthen specialty programs and preserve expertise. This system formally recognizes members with deep knowledge in key areas like Public Education, Apparatus, SCBA Maintenance, and Fire Prevention, ensuring high program standards and professional development while maintaining clear administrative authority.

Overview and Purpose

The SML system designates selected personnel as recognized experts and mentors within their specialty areas. SMLs serve as trusted advisors, technical resources, and champions of best practice, supporting program development and knowledge transfer across the department. Importantly, SMLs do not have administrative, disciplinary, or budget authority. Instead, they operate as program advisors, reporting to and advising Division Chiefs (or the Fire Chief), who retain strategic and administrative oversight for all programs.

Key Benefits:

- ✓ **Preservation of Expertise**
SMLs ensure that vital experience and technical knowledge are maintained throughout the department.
- ✓ **Professional Growth**
SMLs may be Division Chiefs, Captains, Lieutenants, Driver/Operators, Firefighter/Paramedics, or even the Fire Chief. Assignments are made based on expertise, interest, and department needs.
- ✓ **Enhanced Innovation**
SMLs have the opportunity to spearhead innovation, by coming up with fresh ideas and experimenting with new approaches. Division Chiefs can turn these ideas into reality by securing resources, scaling what works, and embedding these into daily operations.
- ✓ **Recognition and Engagement**
The SML role provides visible acknowledgement for those who demonstrate exceptional commitment and skill in specialized areas, increasing engagement and morale.
- ✓ **Succession Planning**
SMLs actively mentor future leaders and ensure continuity of institutional knowledge, supporting long-term organizational resilience.

SML Roles and Responsibilities:

Each SML is expected to:

- ✓ Advise and mentor personnel while serving as the primary technical resource for questions, developments, and troubleshooting in their specialty area.
- ✓ Develop and recommend training programs, SOPs, and best practices for their specialty.
- ✓ Support Division Chiefs with program reviews, policy recommendations, and implementation of strategic initiatives.
- ✓ Collaborate with other SMLs and Division Chiefs to promote innovation and document knowledge for succession planning.

SMLs do not:

- ✓ Supervise or evaluate other members.
- ✓ Make disciplinary, hiring, or budgetary decisions.

Selection and Appointment Process

SMLs are selected through a transparent process that considers demonstrated expertise (certifications, experience), communication and mentoring skills, passion for the subject area, and department needs. Members may apply or be nominated for SML positions, with selection panels that typically include the Fire Chief, Division Chiefs, and Fire Captains. Term lengths and rotations will be defined to ensure knowledge transfer, prevent burnout, and broaden participation, and SML assignments will be reviewed annually.

Support and Accountability

- ✓ Fire Captains are responsible for supporting SMLs by providing time for SML duties as feasible within daily shift operations. Division Chiefs will monitor workload balance and program progress to ensure SML effectiveness.
- ✓ SMLs will have access to resources such as training, reference materials, and program budgets (as approved).
- ✓ Regular meetings between SMLs and Division Chiefs will ensure strong two-way communication, timely feedback, and ongoing alignment with departmental priorities.

Evaluation and Continuous Improvement

The SML system will be formally evaluated annually by Division Chiefs and the Fire Chief, incorporating feedback from SMLs and all department members. Adjustments will be made as needed to strengthen role clarity, support, and alignment with departmental goals.

Examples of SML Specialty Areas

- ✓ EMS Supplies and Medication
- ✓ EMS Protocol Review and Development
- ✓ Training and Professional Development
- ✓ Inspection Programs
- ✓ Apparatus Maintenance
- ✓ Station Maintenance
- ✓ Grant Management
- ✓ Bunker Gear and PPE
- ✓ SCBA Maintenance
- ✓ Data & Technology
- ✓ Other Ad Hoc Projects

Summary

The SML system enables the Kaukauna Fire Department to harness the full range of its members' expertise, supporting both operational excellence and member development. By maintaining a clear distinction between advisory and administrative roles —and by committing to transparency, support, and recognition —we will build a more resilient and innovative department for the future.

Contact Information & Ongoing Support

We are committed to supporting every member of the Kaukauna Fire Department throughout this transition and into the future. If you have questions, need clarification, or want to discuss any part of the restructuring, please reach out at any time. Your feedback and input are essential to our department's success.

Additional Resources:

- ✓ Updates, meeting schedules, and important documents will be shared with staff via city email, the fire department Intranet (KKFD.online), and added to the Officer Notes where appropriate.
- ✓ Members are encouraged to attend regular shift meetings and open forums for additional support and to share feedback.
- ✓ Confidential feedback or concerns can also be submitted directly to the Fire Chief.

Ongoing Support:

- ✓ Leadership is committed to monitoring the transition and making adjustments based on feedback from staff.
- ✓ Regular check-ins, surveys, and open-door opportunities will continue beyond the initial transition period.

Your questions, concerns, and ideas are important—please don't hesitate to reach out. Together, we will ensure the continued success and strength of the Kaukauna Fire Department.

Appendix

This section is reserved for additional reference materials, resources, and supporting information. Content may be added as needed to help support our department's transition and provide helpful information to all members.

Job Description – Fire Captain (1-4)



Position Description

Job Title:	Fire Captain		
Department:	Fire Department		
Reports To:	Division Chief of Operations		
Supervises:	Firefighters, Driver/Operators, Lieutenants		
Position #:		Revision Date:	July 2025
Pay Grade:		FLSA:	Non-Exempt

POSITION SUMMARY

The Fire Captain is a supervisory position responsible for leading and managing a fire company in both emergency and non-emergency situations. This role involves commanding emergency scenes, supervising personnel, managing station operations, overseeing the training and development of their crew, performing assigned administrative duties, and engaging with the community. The Fire Captain ensures operational readiness, crew safety, and effective service delivery.

PRIMARY RESPONSIBILITIES

Emergency Response

- Assume command at emergency incidents using the Incident Command System.
- Develop and execute strategic and tactical plans during emergencies.
- Lead, direct, and supervise firefighting, rescue, and EMS activities to ensure effectiveness while maintaining the safety of the crew and the public.
- When appropriate, actively participate in fire suppression, search and rescue, ventilation, salvage, and overhaul operations.
- Operate fire apparatus and equipment as needed.
- Provide advanced life support emergency medical care, consistent with department protocols.

Supervision and Personnel Management

- Directly supervise, lead, and mentor shift personnel.
- Assign daily tasks and manage company schedules.
- Conduct performance evaluations, provide feedback, and identify developmental needs.
- Maintain discipline and ensure compliance with policies, procedures, and protocols.
- Determine or recommend action on personnel matters.

Training and Development

Job Description – Fire Captain (2-4)

- Conduct and participate in company drills and training exercises to maintain proficiency.
- Identify training needs and coordinate or provide instruction on firefighting and EMS skills.
- Ensure the professional and technical growth of assigned staff.

Administrative and Station Management

- Ensure readiness of the fire station, apparatus, and equipment.
- Oversee daily maintenance tasks as required.
- Prepare and review incident reports, training records, maintenance sheets, and other administrative documentation as assigned.
- Monitor station supplies and inventory.
- Ensure compliance with departmental policies, procedures, and protocols.
- Conduct pre-incident planning and inspections within our response area.

Community Engagement

- Participate in community outreach events and public education programs on fire safety and prevention.
- Conduct fire inspections as assigned.
- Proactively champion fire safety awareness and prevention throughout the community.
- Coordinate and/or participate in initiatives focused on resident safety, such as smoke detector and/or carbon monoxide detector installation.
- Serve as an advocate for resident well-being by identifying potential health and safety risks.
- Act as a liaison between the department and the public.

Additional Duties

- Assist with budget preparation and management as requested.
- May be required to serve as Acting Fire Chief in their absence.
- Perform other related duties as assigned.

REQUIRED QUALIFICATIONS

- Minimum of five (5) years of experience as a firefighter/paramedic
- Prior experience supervising or leading a fire service crew
- Must possess, or have the ability to obtain, a paramedic license from the State of Wisconsin prior to appointment
- Current CPR and ACLS Card
- Firefighter II
- Fire Officer I
- Valid Wisconsin Driver's License
- High school diploma or equivalent

Job Description – Fire Captain (3-4)

- Thorough knowledge of modern firefighting principles, practices, and techniques.
- Comprehensive knowledge of emergency medical services at the Advanced Life Support level.
- Knowledge of the Incident Command System (ICS).
- Knowledge of relevant laws, codes, regulations, and departmental policies, procedures, and protocols.
- Knowledge of building construction, fire behavior, and hazardous materials.
- Understanding of training methods and principles.

PREFERRED QUALIFICATIONS

- Experience in the position of Fire Apparatus Operator and/or Lieutenant position preferred
- Fire & Emergency Services Instructor I
- Associate degree in a related field

PHYSICAL REQUIREMENTS

To perform the essential functions of the Fire Captain role, the employee must meet certain physical demands and work in various environmental conditions. Reasonable accommodations may be made for individuals with disabilities.

- Ability to lift heavy objects of up to 50-100 lbs. unassisted and objects above 100 lbs. with assistance.
- Ability to drag victims ranging from newborns to adults weighing over 165 lbs.
- Ability to position, raise, climb, and work from ladders.
- Ability to use fine motor skills, including hand and limb dexterity, hand-eye coordination, and a high degree of physical strength to use various powered equipment.
- A high degree of mental clarity to facilitate time-sensitive and complex decision-making in high-stress medical and fire event response.
- Ability to pull and advance empty and water-filled firefighting hose lines of various sizes.
- Capacity to perform firefighting tasks (including but not limited to hose line operations, crawling, climbing ladders, lifting and carrying heavy objects, ventilating roofs, using power tools, completing forcible entry, etc) while wearing full protective firefighting equipment.
- Ability to tolerate increased respiratory workloads, including while wearing SCBA.

WORK ENVIRONMENT

The work environment described here is representative of conditions an employee may encounter while performing the essential functions of this job. Reasonable accommodation may be made to enable qualified individuals with disabilities to perform essential functions.

- Work is performed in a fire station, fire scenes, accident scenes, homes, and businesses.

Job Description – Fire Captain (4-4)

- May be exposed to toxic gases, hazardous materials, communicable diseases, and temperature extremes from well below 0 degrees Fahrenheit to above 300 degrees Fahrenheit.
- May be required to operate and be near heavy equipment.
- Will often be required to wear heavy protective clothing, helmet, self-contained breathing apparatus, other respirators, goggles, and/or gloves.
- Work is often performed outside in inclement weather, and some tasks require work in or around water or confined spaces.
- May also be exposed to situations of high physical and mental stress.

This position also requires the ability to work 24-hour shifts in a rotation. Although there are times when a firefighter may sleep or rest, there is no assurance that the firefighter will be provided sleep or rest during their shift. In addition, it is possible for a firefighter to work multiple shifts or holdovers in times of emergencies or personnel shortages.

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.

Job Description – DC of Operations (1-4)



Position Description

Job Title:	Division Chief of Operations		
Department:	Fire Department		
Reports To:	Fire Chief		
Supervises:	Fire Captains		
Position #:		Revision Date:	July 2025
Pay Grade:		FLSA:	Exempt

POSITION SUMMARY

The Division Chief of Operations is a senior command position responsible for the strategic management and oversight of all emergency and operational activities of the Fire Department. This role ensures the department's daily operational readiness, manages all shift personnel through the Fire Captains, and directs the delivery of fire suppression, rescue, and Emergency Medical Services (EMS). The Division Chief of Operations provides strategic leadership during major incidents, including serving as Incident Commander when appropriate, developing policy, ensuring quality assurance, and coordinating with inter-agency partners to ensure effective and safe service delivery to the community.

PRIMARY RESPONSIBILITIES

Operational Command and Management

- Assist the Fire Chief in the overall management of the department; provide management of all operational functions and serve as the Acting Fire Chief in the Fire Chief's absence.
- Respond to major fire and emergency calls when appropriate, directing operations and assuming incident command functions as required.
- Supervise and develop subordinate staff, including Fire Captains, through effective leadership, delegation, and performance management.
- Participate in the administration of the collective bargaining agreement, including contract negotiations and grievance processing.

EMS Administration and Oversight

- Supervise the paramedic functions of all staff, ensuring compliance with medical protocols, Wisconsin DHS standards, and all applicable regulations.
- Oversee EMS quality assurance, including ambulance run reviews, and manage the investigation and documentation of EMS-related complaints.
- Manage EMS-specific equipment, supplies, and inventory.

Job Description – DC of Operations (2-4)

- Serve as the primary liaison with the physician medical director, hospitals, and partner agencies.
- Participate actively in local and regional EMS organizations and committees, such as the Fox Valley Regional Trauma Advisory Council and the Outagamie County EMS Association.
- Oversee the entry and maintenance of EMS data in national registries (e.g., Cardiac Arrest Registry).

Administrative and Strategic

- Recommend, formulate, and implement department policy with a special emphasis on operational and EMS-related policies.
- Assist the Fire Chief with the development, preparation, and oversight of the Ambulance and Fire budgets, including making budgetary recommendations.
- Perform administrative duties as required by the Fire Chief.
- Review all fire and EMS reports for accuracy and completeness, ensuring timely submission to state and national systems (e.g., NFIRS, WARDS, NERIS).
- Oversee daily payroll activities and approve biweekly employee timesheets.
- Prepare and manage grant applications related to EMS and operational funding opportunities.
- Coordinate with area technical colleges for the clinical placement of EMT and paramedic students.
- Perform administrative duties as required by the Fire Chief.

Additional Duties

- Assist with budget preparation and management as requested.
- Engage in continuous professional development to remain current on advancements in fire service practices, evolving EMS standards, leadership practices, and emerging trends impacting emergency services delivery.
- May be required to serve as Acting Fire Chief in their absence.
- Perform other related duties as assigned.

REQUIRED QUALIFICATIONS

- Minimum of seven years of progressively responsible firefighting, rescue, and paramedic experience.
- Significant experience in a command or supervisory role (e.g., Fire Captain, Lieutenant).
- Experience in fire department administration, including policy development, budget management, and personnel supervision.
- Must possess and maintain a current Paramedic license from the State of Wisconsin.
- IFSAC International Fire Services Accreditation Congress Firefighter I and Fire Officer I.
- Valid Wisconsin Driver's License.

Job Description – DC of Operations (3-4)

- High school diploma or equivalent, required.
- Comprehensive knowledge of modern firefighting principles, fire department administration, and operational strategies.
- Considerable knowledge of EMS practices, procedures, regulations, and training standards.
- Thorough knowledge of the Incident Command System (ICS).
- Knowledge of management concepts and union contract administration.
- Ability to make quick, effective decisions in high-stress emergency situations.
- Strong ability to lead, supervise, and develop staff effectively.
- Excellent ability to communicate effectively both verbally and in writing.
- Ability to establish and maintain effective working relationships with other city departments, external agencies, and the public.
- Proficiency with modern technology and computer systems, including incident reporting software, data analysis tools, and common office applications.

PREFERRED QUALIFICATIONS

- Certifications, including Firefighter II, Fire Officer II, and Fire & Emergency Services Instructor I, are highly preferred.
- Bachelor's degree in a related field, preferred.

PHYSICAL REQUIREMENTS

To perform the essential functions of the Division Chief of Operations role, the employee must meet certain physical demands and work in various environmental conditions. Reasonable accommodations may be made for individuals with disabilities.

- Ability to lift heavy objects of up to 50-100 lbs. unassisted and objects above 100 lbs. with assistance.
- Ability to use fine motor skills, including hand and limb dexterity, hand-eye coordination, and a high degree of physical strength to use various powered equipment.
- A high degree of mental clarity to facilitate time-sensitive and complex decision-making in high-stress medical and fire event response.
- Capacity to perform firefighting tasks (including but not limited to hose line operations, crawling, climbing ladders, lifting and carrying heavy objects, ventilating roofs, using power tools, completing forcible entry, etc) while wearing full protective firefighting equipment.
- Ability to tolerate increased respiratory workloads, including while wearing SCBA.

WORK ENVIRONMENT

The work environment described here is representative of conditions an employee may encounter while performing the essential functions of this job. Reasonable accommodation may be made to enable qualified individuals with disabilities to perform essential functions.

Job Description – DC of Operations (4-4)

- Work is performed in a fire station, fire scenes, accident scenes, homes, and businesses.
- May be exposed to toxic gases, hazardous materials, communicable diseases, and temperature extremes from well below 0 degrees Fahrenheit to above 300 degrees Fahrenheit.
- May be required to operate and be near heavy equipment.
- May be required to wear heavy protective clothing, helmet, self-contained breathing apparatus, other respirators, goggles, and/or gloves.
- May also be exposed to situations of high physical and mental stress.

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.

Job Description – DC of Training (1-4)



Position Description

Job Title:	Division Chief of Training		
Department:	Fire Department		
Reports To:	Fire Chief		
Supervises:	Paid-on-call		
Position #:		Revision Date:	July 2025
Pay Grade:		FLSA:	Exempt

POSITION SUMMARY

The Division Chief of Training is a senior command position responsible for the strategic development, coordination, and implementation of all training programs for the Kaukauna Fire Department. This role promotes a high level of readiness and professionalism by guiding personnel toward meeting or exceeding the applicable standards set by state and national regulatory bodies, such as the Wisconsin Department of Professional Services, National Fire Protection Association, Occupational Safety and Health Administration, Insurance Services Office (e.g., WI DSPS, NFPA, OSHA, ISO). The Division Chief of Training oversees curriculum development, evaluates program effectiveness, manages training records, and coordinates both internal and external training exercises to ensure continual growth, preparedness, and safety for all members.

PRIMARY RESPONSIBILITIES

Training Program Management and Development

- Develop, revise, and continually update curriculum, lesson plans, and instructional materials based on industry best practices and standards.
- Assess learning outcomes and evaluate the effectiveness of training programs, making adjustments as needed to ensure ongoing compliance and excellence.
- Develop, implement, and oversee the probationary period training program for all newly hired firefighter/paramedics.
- Record, track, and maintain all training records, activities, and certifications for department personnel.
- Prioritize compliance with applicable standards established by WI DSPS, NFPA, OSHA, ISO, and city policies, and continuously work toward alignment where full compliance is not feasible.

Instruction and Coordination

Job Description – DC of Training (2-4)

- Coordinate training for all fire department personnel and deliver instruction as appropriate.
- Coordinate department participation in joint training exercises with area fire departments and partner agencies.
- Conduct regular drills and simulated emergency exercises, including specialized training in areas like technical rescue, hazmat, and live-fire evolutions.
- Conduct pre-incident surveys and planning to enhance response readiness.

Administrative and Strategic

- Participate in recommending, formulating, and implementing department policy, particularly regarding training and operational readiness.
- Oversee the department's paid-on-call firefighter program, including recruitment, training, and administration.
- Respond to fire and emergency medical calls as required and directed by the Fire Chief, performing patient care and other fireground duties as needed.
- Perform administrative duties as required by the Fire Chief.

Additional Duties

- Assist with budget preparation and management as requested.
- Engage in continuous professional development to remain current on advancements in fire service practices, evolving EMS standards, leadership practices, and emerging trends impacting emergency services delivery.
- May be required to serve as Acting Fire Chief in their absence.
- Perform other related duties as assigned.

REQUIRED QUALIFICATIONS

- Minimum of seven years of progressively responsible firefighting, rescue, and paramedic experience.
- Experience in curriculum development and program management
- Must possess and maintain a current Paramedic license from the State of Wisconsin
- IFSAC International Fire Services Accreditation Congress Firefighter I and Fire Officer I
- Fire & Emergency Services Instructor I
- Valid Wisconsin Driver's License
- High school diploma or equivalent
- Considerable knowledge of and ability to coordinate firefighting activities.
- Knowledge of current fire suppression, ventilation, and overhaul techniques.
- Thorough knowledge of adult education principles and instructional design.
- Knowledge of management and staff development concepts.
- Ability to plan, organize, instruct, and facilitate comprehensive training programs.
- Excellent ability to communicate effectively both verbally and in writing.

Job Description – DC of Training (3-4)

- Proficiency with modern technology and computer systems, including records management software, data analysis tools, and common office applications.
- Strong leadership and mentoring skills.
- Ability to establish and maintain effective working relationships with other city departments, external agencies, and the public.
- Ability to observe conditions at an emergency scene and evaluate dangerous situations.

PREFERRED QUALIFICATIONS

- Prior experience in an instructional or training officer role is preferred.
- Certifications, including Firefighter II, Fire Officer II, and Fire & Emergency Services Instructor II, are highly preferred.
- Current and certified to teach CPR, ACLS, and PALS
- Bachelor's degree in a related field, preferred.

PHYSICAL REQUIREMENTS

To perform the essential functions of the Division Chief of Training role, the employee must meet certain physical demands and work in various environmental conditions. Reasonable accommodations may be made for individuals with disabilities.

- Ability to lift heavy objects of up to 50-100 lbs. unassisted and objects above 100 lbs. with assistance.
- Ability to use fine motor skills, including hand and limb dexterity, hand-eye coordination, and a high degree of physical strength to use various powered equipment.
- A high degree of mental clarity to facilitate time-sensitive and complex decision-making in high-stress medical and fire event response.
- Capacity to perform firefighting tasks (including but not limited to hose line operations, crawling, climbing ladders, lifting and carrying heavy objects, ventilating roofs, using power tools, completing forcible entry, etc) while wearing full protective firefighting equipment.
- Ability to tolerate increased respiratory workloads, including while wearing SCBA.

WORK ENVIRONMENT

The work environment described here is representative of conditions an employee may encounter while performing the essential functions of this job. Reasonable accommodation may be made to enable qualified individuals with disabilities to perform essential functions.

- Work is performed in a fire station, fire scenes, accident scenes, homes, and businesses.
- May be exposed to toxic gases, hazardous materials, communicable diseases, and temperature extremes from well below 0 degrees Fahrenheit to above 300 degrees Fahrenheit.
- May be required to operate and be near heavy equipment.

Job Description – DC of Training (4-4)

- May be required to wear heavy protective clothing, helmet, self-contained breathing apparatus, other respirators, goggles, and/or gloves.
- May also be exposed to situations of high physical and mental stress.

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.

Job Description – Inspector (1-3)



Position Description

Job Title:	Fire Inspector		
Department:	Fire Department		
Reports To:	Fire Chief		
Supervises:	None		
Position #:		Revision Date:	July 2025
Pay Grade:		FLSA:	Non-Exempt

POSITION SUMMARY

The Fire Inspector promotes public safety through the enforcement of fire and life safety codes and standards. These codes are based on nationally recognized standards, such as those from the National Fire Protection Association (NFPA) and the International Fire Code (IFC) and are adopted into state laws and local ordinances.

This role involves conducting fire inspections in new and existing structures to ensure compliance with applicable standards and codes. The Fire Inspector works closely with the Fire Chief and department staff to develop and carry out a thorough inspection program, while also supporting public fire safety education and outreach efforts.

PRIMARY RESPONSIBILITIES

Fire Inspections and Code Enforcement

- Perform regular and specialized fire safety inspections of commercial, industrial, and multi-unit residential buildings.
- Identify fire code violations, issue notices, follow up on corrections, and recommend further action, if needed.
- Inspect properties for safe storage and use of flammable liquids and hazardous materials.
- Respond to fire code complaints and work to resolve them effectively.

Plan Review and Technical Analysis

- Review building and site plans for new construction, renovations, and fire protection systems to identify potential fire code issues.
- Check fire protection systems like sprinklers and alarms to verify they are installed and working correctly.
- Calculate safe occupancy limits and review building features for fire safety compliance.
- Provide written feedback and recommendations to planning and building departments.
- Partner with building inspectors to complete occupancy inspections.

Job Description – Inspector (2-3)

Hazardous Materials Management

- Inspect how hazardous materials are stored and handled to make sure they follow safety codes.
- Identify and assess hazardous materials during regular inspections.

Reporting and Recordkeeping

- Clearly document inspection results and prepare clear and concise reports and correspondence related to fire prevention activities.
- Maintain comprehensive records of inspections, violations, follow-up actions, and compliance status using department software and databases.

Education and Outreach

- Help create and lead fire safety and emergency preparedness programs for the public.
- Give presentations on fire safety to schools, businesses, and community groups.
- Take part in community events and inspect special events like fireworks shows and carnivals.
- Help create safety materials for public distribution, such as flyers or social media content.

Professional Development and Other Duties

- Stay current on fire safety practices and code changes through ongoing training.
- May assist with fire investigations and emergency response if qualified and available.
- Perform other duties as assigned by the Fire Chief.

REQUIRED QUALIFICATIONS

- Two years of experience interpreting technical documents, codes, or standards (such as fire codes, building codes, architectural plans, or blueprints), including at least one year of direct public contact.
- Valid Wisconsin driver's license with acceptable driving record.
- State of Wisconsin Fire Inspector I certification (based on NFPA 1031) OR ability to obtain within 6 months of hire.
- High school diploma or equivalent.
- Thorough knowledge of national, state, and local fire codes and ordinances (including NFPA codes, Wisconsin Commercial Building Code, and local ordinances).
- Understanding of fire inspection techniques and enforcement practices.
- Knowledge of fire protection systems, building construction, and life safety principles.
- Ability to read and interpret plans, blueprints, and technical specifications.
- Familiarity with hazardous materials regulations.

PREFERRED QUALIFICATIONS

Job Description – Inspector (3-3)

- Previous experience in fire service, inspections, prevention, emergency services, building construction, or related field.
- Associate's degree in Fire Science, Fire Protection, Construction Management, or related field.

PHYSICAL REQUIREMENTS

To perform the essential functions of the Fire Inspector role, the employee must meet certain physical demands and work in various environmental conditions. Reasonable accommodations may be made for individuals with disabilities.

- The role requires frequent standing, walking, sitting, observing, speaking, and hearing.
- Manual dexterity is needed for handling tools, equipment, and operating controls.
- Physical activities may include climbing, bending, stooping, kneeling, crouching, crawling, balancing, reaching, pushing, pulling, and lifting objects up to 40 pounds.
- Work is performed in both indoor and outdoor environments, in varying weather conditions. Site inspections may involve confined spaces and physically demanding areas.
- Visual requirements include the ability to see at close and long range, distinguish colors, perceive depth, and adjust focus effectively.

WORK ENVIRONMENT

The work environment described here is representative of conditions an employee may encounter while performing the essential functions of this job. Reasonable accommodation may be made to enable qualified individuals with disabilities to perform essential functions.

- Work is performed in a fire station, fire scenes, accident scenes, homes, and businesses.
- Exposure to environmental factors such as temperature variations and extremes, odors, toxic agents, potential violence, noise, vibrations, machinery, electrical current, explosives, wetness, disease, and/or dust, may cause discomfort and where there is a risk of injury.
- Moderate exposure to environmental conditions that impact physical comfort, such as poor ventilation and temperature extremes.

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.

Wage Scale – Fire Captain

	12.26.24	06.26.25	12.25.25	12.24.26
Captain				

To Be Determined

Wage Scale – Division Chief

2025

Grade	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
24	\$94,332	\$96,552	\$98,825	\$101,152	\$101,152	\$103,534	\$105,915	\$108,351	\$113,392

Wage Scale – Fire Inspector

2025

Grade	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
10	\$28.50	\$29.17	\$29.86	\$30.56	\$31.28	\$32.01	\$32.76	\$33.54	\$34.33