

FINANCE AND PERSONNEL COMMITTEE

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



Monday, May 15, 2023 at 6:10 PM

AGENDA

In-Person

1. Correspondence.
2. Discussion Topics.
 - [a.](#) Authorization to fill vacant Police Officer position due to resignation.
 - [b.](#) Summer hours pilot program.
 - [c.](#) Strategic Plan Facilitator.
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, May 15, 2023 at 6:10 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.





MEMO

HUMAN RESOURCES

To: Personnel & Finance Committee Members
From: Shanon Swaney, Human Resources Director
Date: May 15, 2023
Re: Authorization to fill vacant Police Officer Position

Staff seeks permission to fill a Police Officer position due to the resignation of Jorge DelCarmen.





MEMO

Mayor's Office

To: Finance and Personnel Committee
From: Mayor Penterman
Date: May 15, 2023
Re: Summer Hours Pilot Program

Staff would like to propose a pilot program for alternative hours. The purpose of this program is to try and provide more flexibility and work-life balance for as many staff as possible while still providing great service to our residents. This pilot program will not reduce the number of hours in which staff work, but will adjust start times, and lunch lengths in some cases, to provide for early outs on Fridays. This may also benefit residents by opening the Municipal Services Building and Street Park and Recreation offices at 7:30 am to allow the public to take care of their business in the early AM hours before many other businesses are open.

In researching this topic, we found numerous municipalities in our area have alternative schedule arrangements providing shortened workdays on Fridays. Additionally, we asked departments that may be affected by this to track their unexpected window and phone traffic on Fridays. This tracking began in April 2023. Observationally staff felt that window and phone traffic was very sparse, but tracking allowed us to better identify whether closing early on Fridays would provide a major disruption for residents.

In this tracking, we found:

- Mayor's Office, Finance, HR, and Planning had no unexpected visits on Fridays.
- Engineering had two visits after 11:00 am on Fridays during the tracking period. One visit was for a metal detector return and one was for general utility questions.
- Clerk's office had an average of 3-5 visits per Friday after 11:00 am. during the tracking period of 4/7 – 5/5 there were a total of 21 visits after 11:00 am. Most of these visits were for dog licenses, bartender licenses, tobacco licenses, and court fines.
- SPAR office had a total of 29 visits after 11:00 am during the tracking period of 4/7 – 5/5. Most of these visits were for disposal site cards and program registrations.

Of the most common customers we served after 11:00 am, services are also available online. We are confident that by successful communication of our hours and online services, we would still be able to provide great service to residents.

Since COVID, many of our services are also available online, and we continue to progress in this area. For example, residents are now able to renew their yard waste cards online, obtain building permits online, program registrations, and pay for most City fees online. Based on this we believe that with the additional morning hours Monday – Thursday and the minimal Friday afternoon traffic, there should be very little impact to residents. We plan to work with the City Communication Coordinator to put together messaging regarding hours and online services.

We recognize that not all departments will be able to follow or allow alternative working hours as departments across the City already have varying schedules. However, department heads across the City have been encouraged to think creatively about ways in which they can provide flexibility and options to their staff within reason. Some departments such as the Police Department have already been able to allow their part-time office staff to adjust schedules allowing them to maintain their scheduled hours and hours of public operation but condense the number of days they work per week. I would continue to encourage department heads to bring ideas forward and I am happy to partner with them to discuss ways in which we can continue to foster a positive, healthy work environment for our staff.

The proposed schedules are defined below. As you'll notice, the hours to the public will remain consistent across MSB and SPAR offices, however, staff schedules will vary based on department need.

Current Municipal Services Building Hours:

8:00 am – 4:30 pm Monday - Friday

Proposed Municipal Services Building Hours:

7:30 am – 4:30 pm Monday – Thursday
7:30 am – 11:00 am Friday

Current Municipal Services Building Staff Hours:

8:00 am – 4:30 pm Monday – Friday
Lunch = 1 hour unpaid
Total hours for the week = 37.5 hours

Proposed Municipal Services Building Staff Hours:

7:30 am – 4:30 pm Monday – Thursday
7:30 am – 11:00 am Friday
Lunch = ½ hour unpaid
Total hours for the week = 37.5 hours

Current Street Department Crew Hours:

7:00 am – 3:30 pm Monday – Friday
 Lunch = ½ hour unpaid
 Total hours for the week = 40 hours

Proposed Street Department Crew Hours:

7:00 am – 3:30 pm Monday – Thursday
 7:00 am – 1:00 pm Friday
 Lunch = 15 minutes paid
 Total hours for the week = 40 hours

Current SPAR Building Office Hours:

8:00 am – 4:30 pm Monday - Friday

Proposed SPAR Building Office Hours:

7:30 am – 4:30 pm Monday – Thursday
 7:30 am – 11:00 am Friday

Current SPAR Office Staff Hours:

8:00 am – 4:30 pm Monday – Friday
 Lunch = 1 hour unpaid
 Total hours for the week = 37.5 hours

Proposed SPAR Office Staff Hours:

7:30 am – 4:30 pm Monday – Thursday
 7:30 am – 2:00 pm Friday
 Lunch = 1 hour unpaid
 Total hours for the week = 37.5 hours

Full and part-time employees within these departments/buildings will be participating in the alternative schedules.

We would like to implement these hours beginning on June 1 and ending on September 6. This start and stop date align with a pay period so hours and compensation will be the same on both the existing and proposed schedule during transition. During this period, we will monitor how the program is working for staff and the public. Following September 6, we will analyze how the program worked and determine if it's something that could continue seasonally, year-round, or discontinue.

Recommended Action: *Approve the summer schedule for the dates and areas mentioned above as a one-year PILOT. Direct mayor and staff to report back in October with the results and impact on city services.*



MEMO

To: Finance and Personnel Committee
From: Mayor Tony Penterman
Date: May 15, 2023
Re: Strategic Planning

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

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

Dates have been established for this process to begin. June 27 and June 28, 2023 were the dates selected.

The goals we have for this process are outlined below. We believe some of these will be accomplished as a direct result of our strategic planning retreat in June, while others are longer-term results that will come from the implementation, utilization, and ongoing review of the strategic plan.

- Team building for city leadership staff.
- Review and re-solidify mission, vision, and values.
- Establish an operational strategic plan that identifies 3-5 goals or priorities with corresponding objectives and action items with identified “owners”.
- Establish the prioritization of identified goals.
- Have individual departments use goals & objectives established in the overall strategic plan to help define and refine their goals and objectives for the same time period. This should ensure that departmental goals and City goals are aligned.
- Provide a better roadmap for departments with longer-range plans to implement smaller steps that align with City strategic plan.
- Provide direction and tools so departments can review and analyze positions and staffing requests.
- Provide an understanding of what each department’s purpose is within the city and ensure that their services are aligning with City mission and goals.
- An understanding of how the strategic plan can be used and updated moving forward to help with the prioritization of capital and people.

We believe having buy-in from the top down on our strategic planning process will ensure a cohesive product and will help temper frustration in budget development as there will be a shared effort and understanding in our path.

This effort will not be without challenges. We believe that to be successful both in the short and long-term, we will need to address the following challenges:

- We currently have somewhat “siloed” departments.
- Departments currently have strong leaders, but our visions and existing goals may not align.
- Move away from the mentality of “taking turns” with resources. Move to a model of allocating resources based on strategic initiatives and need. This may mean some departments consistently receive more than others. However, we are ONE City and this doesn’t mean that some are “losing” and others are “winning”, it means we are working together to allocate our limited resources in a way that helps move us all forward.

Again, we believe having buy-in from the top down will ensure this shared understanding is established.

This is a process that will start in June but will continue to take work and development from City staff as we implement and refine.

Because this project is one that is complex and may have a significant impact on the City's resource allocation strategy, we believe it would be prudent to work with a professional who has experience in facilitating strategic plans. Additionally, hiring a facilitator will ensure that all City department heads can be active participants in the process.

Staff had discussions with multiple strategic planning facilitators and have determined that Fox Valley Technical College has the expertise and experience to help us accomplish our goals outlined above. FVTC quote is attached.

For reference, other quoted amounts came in at:

Fox Valley Technical College - \$7,085

MRA - \$8,800

SME Strategy – \$20,000 - \$25,000

Lance Strategies - \$27,500

UW-Extension – declined to quote

Recommended Action:

Authorize staff to engage Fox Valley Technical College to facilitate the development of an operational strategic plan, with a maximum cost of \$7,085.

Note: Payment will be made from the fund balance only if the expenses for contractual services in either the Human Resources or Finance department exceed the original budgeted amount in these accounts.



City of Kaukauna
Strategic Planning and Execution

TO:

Will Van Rossum and Shanon Swaney
City of Kaukauna

FROM:

Kris Groell, Account Manager
FVTC Business and Industry Services
920-735-2487 | kris.groell3553@fvtc.edu

INSTRUCTOR:

Yvonne DeGroot, Trainer/Consultant
FVTC Lean Performance Center

DATE:

May 5, 2023

SERVICE:

Strategic Planning and Execution consulting and training for City of Kaukauna, including:

Phase 1 - Consultation and Technical Assistance Strategic Planning Pre-Work - May/June

Phase 2 - Strategic Planning and Execution Event - June 27-28 (2, 6-hour sessions)

Phase 3 - Executing Strategic Planning Initiatives - July

Estimate includes technical assistance, coaching, training, and customization hours, as well as supplies and handouts.

Preliminary Estimate			
Service	Rates	Quantity	Totals
Phase 1 Hours	\$195.00	10	\$1,950.00
Phase 2 Hours	\$195.00	12	\$2,340.00
Phase 3 Hours	\$195.00	6	\$1,170.00
Customization Hours	\$195.00	8	\$1,560.00
Handouts	\$5.00	13	\$65.00
Total Project Cost:			\$7,085.00

City of Kaukauna Proposed Strategic Plan Road Map

