



MEMO

Department

To: Committee Of The Whole
From: Finance Director Van Rossum with Human Resources Director Hodge
Date: January 6, 2025
Re: Staffing Assessment Results

City staff has completed the 2024 Staffing Assessment Process, a key Strategic Plan initiative designed to evaluate current resources and identify opportunities for improvement in serving our core functions. This process yielded valuable insights into areas where operations can be enhanced, enabling staff to make thoughtful recommendations on addressing staffing needs for 2025. A wealth of information was captured during this assessment, which will serve as a cornerstone for strategic decision-making and long-term planning.

One significant outcome of this initiative is the development of new tools to support ongoing planning and operational efficiency. Notably, the People and Operational Plan, which has been in discussion for several years, is now ready for implementation. This tool will provide a structured framework for identifying and addressing staffing and operational needs. It brings greater visibility to requests, ensures thorough consideration, and fosters productive conversations around resource allocation. In addition to this, staff has committed to an annual workshop session where departments collaborate to share challenges, brainstorm solutions, and prioritize initiatives. The workshops will begin with a review of past ideas, evaluating which were implemented, which should be revisited, and identifying innovative ideas to address deficiencies.

The process also provided a structured approach to evaluating staffing needs, following the three-phased methodology outlined in the 2024 Staffing Assessment Evaluation Process on the next page. The outcome of this process led to 2025 Staffing recommendation shown in section 3 of this document. All findings and support data from this process have been stored in the Teams drive, offering easy access to staff for review and reference.

Moving forward, the insights and tools developed through this assessment will help the City continue its commitment to efficiency and excellence in service delivery. By building on these foundational efforts, the City is well-positioned to address future challenges and opportunities while staying aligned with its strategic goals.



Staffing Assessment Process Overview

As part of the strategic plan, staff collaborated closely on the 2024 Staffing Assessment Evaluation Process, a structured approach designed to evaluate departmental staffing needs and operational efficiencies. The process consisted of three phases, each aimed at aligning staffing resources with organizational goals and improving service delivery.

In Phase 1, departments reviewed their core services and duties, assessed their ability to meet these requirements with existing staff, and identified gaps or inefficiencies. Key questions centered on distinguishing essential versus non-essential activities, defining the department's customers, and exploring areas for improvement. Department heads completed these reviews, and findings were collectively analyzed during group discussions.

Phase 2 focused on a detailed evaluation of current staff responsibilities, workflows, and tools. Using a job analysis questionnaire, staff explored opportunities to optimize alignment and leverage technology to support core functions more effectively.

In Phase 3, some departments proposed new tools or positions, submitting detailed documentation such as job proposal questionnaires and personnel request forms. A review committee evaluated these requests based on their impact on operations, public health and safety, budget alignment, and strategic goals, with return on investment (ROI) serving as a critical factor. Requests were incorporated into the People Operations Plan, which is reviewed annually as part of the budget process and revisited every five years. The comprehensive data collected in Phases 1 and 2 was further summarized to formulate the People Operations Plan, creating a valuable reference for future planning discussions and ongoing efficiency improvements.

Budget Impact: The staffing assessment resulted in tools and recommended positions that will impact various budgets if/when implemented.

Recommended Action: No action is anticipated at this meeting, as its purpose is to introduce the results. However, staff has deliberated and developed recommended positions for the 2025 budget, which can be addressed when the council is prepared to proceed.

CITY OF KAUKAUNA

2024 Staffing Assessment Results

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Section 1: Phase 3 Staffing Requests

Below are the staffing requests for the 2025 and 2026 fiscal years. Following this page is a detailed summary of each request. For the 2025 requests, additional descriptions are provided. Each of these requests was reviewed by a committee that included the Mayor, Council President John Moore, Elisa Hodge, and William Van Rossum. During these meetings, the committee conducted thorough discussions, including a question-and-answer process, to explore alternatives and address any unmentioned considerations.

The initial staffing requests in Phase 3 are tied to the \$510,000 earmarked funds in the 2025 budget. The total estimated cost for all requested positions, including applicable benefits, amounts to \$1.3 million.

Requested Positions

1. (6) Firefighter/Paramedics
2. Public Service Coordinator – Library and an Assistant Library Director
3. Human Resources Intern (450 hours)
4. Additional Full-time Building Inspector
5. Police Officer
6. Laborer/Park and Facilities Foreman
7. Social Media Specialist

Total Estimated Costs

- (6) Position Fire Department \$ 782,000
- Library Request \$63,803
- Human Resources \$8,524
- Building Inspector \$108,873
- Police Department \$114,086
- Laborer/Park and Facilities Foreman - \$106,385
- Social Media Specialist \$92,698

RECOMMENDATION

After meeting with the departments that submitted these requests, the committee evaluated the risk of proceeding without these positions, their impact on operations, and the overall cost-effectiveness of aligning with the earmarked funds for 2025. Based on this analysis, the committee recommends the following staffing requests:

1. Library Restructure
2. 3 Fire Department Positions
3. Human Resources Temporary Intern
4. Police Department Plus one

While the total estimated costs exceed the earmarked funds if all roles were filled starting January 1, 2025, the recommendations assume staggered hiring. This approach ensures that the budget impact for 2025 remains within the allocated funds. It is also understood that if all positions are successfully filled during 2025, additional funding will be required in the 2026 budget to maintain these roles. Based on current estimates, this additional amount will be \$60,000.



Section 2: People and Operational Initial Plan



Initial People & Operations Plan

This section outlines the initial People and Operational Plan that has been under discussion for the past few years. This foundational plan serves as a starting point for conversations and strategic planning to address the needs of each department. The group will revisit this plan multiple times throughout the year to refine and adapt it, ensuring it evolves to meet the changing requirements of the organization.

As circumstances shift within each area, the plan can be updated to reflect those changes. Items moving into the first year of implementation will be discussed during the budget cycle, allowing the group to collaboratively determine how they can be accommodated within existing financial constraints.

Any request exceeding \$5,000 or spanning more than one budget cycle will be incorporated into this plan to ensure thoughtful, long-term planning. This approach provides the group with an opportunity to prepare and offer the council insights into anticipated future budget impacts.

The plan also enhances visibility into future budgetary and operational requests for both the council and the public. It fosters thoughtful discussion and ensures that requested funds are carefully considered and allocated efficiently, aligning with organizational priorities and long-term goals



CITY OF KAUKAUNA

1/3/2025

PEOPLE AND OPERATIONAL PLAN 2025-2029

*Red = Added from Phase 2 workshop

YEAR	Department	CLASSIFICATIONS/ DESCRIPTIONS	ESTIMATED TOTAL	REOCCURRING/ ONETIME EXPENSE
2025		PERSONNEL		
	Community Enrichment	Assistant Naturalist-1000 Islands Environmental Center	\$47,768	Recurring
	Fire	(3) Firefighter/Paramedics	\$391,000	Recurring
	Library	Public Services Coordinator	\$107,629	Recurring
	HR	Summer Temp	\$8,524	Recurring
	Library	Library Restructure	\$63,803	Recurring
2025		NON-PERSONNEL		
	HR/Communications	Social Media Management tool	\$10,000	Recurring
	All	City Intranet or SharePoint/One Drive standard*	\$30,000	Onetime
		TOTAL	\$658,724	
2026		PERSONNEL		
	Library	Assistant Library Director	\$138,450	Recurring
	Community Enrichment	Grignon Mansion Curator	?	Recurring
	DPW	Laborer / Park and Facilities Foreman*	\$130,000	Recurring
	HR/Communications	Social Media Specialist	\$92,698	Recurring
	Planning	Building Inspector	\$108,873	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
	Court/Police/Clerk	QR code for paying fines or completing form *	TBD	Onetime
		TOTAL	\$513,021	
2027		PERSONNEL		
	All	Purchase Specialist – Consolidate vendor contracts*	\$116,000	Recurring
	Fire	(3) Firefighter/Paramedics	\$391,000	Recurring
2027		NON-PERSONNEL		
	Legal, Court, Police	Legal research and people ID search system*	TBD	Recurring
	All	Standard Operation Procedures - Common process for creating, capturing, and updating S.O.P.'s that is user friendly*	TBD	Recurring
		TOTAL	\$0	

CITY OF KAUKAUNA

1/3/2025

PEOPLE AND OPERATIONAL PLAN 2025-2029

*Red = Added from Phase 2 workshop

YEAR	Department	CLASSIFICATIONS/ DESCRIPTIONS	ESTIMATED TOTAL	REOCCURRING/ ONETIME EXPENSE
2028		PERSONNEL		
	Library	Part-Time Library Assistant	\$20,000	Recurring
	Engineering	CAD/GIS/Stormwater Technician	\$117,000	Recurring
	Community Enrichment	Office Assistant/Program Coordinator	\$109,000	Recurring
	Police	Police Officer	\$117,000	Recurring
2028		NON-PERSONNEL		
	Engineering	GPS Unit	\$35,000	
		TOTAL	\$398,000	
2029		PERSONNEL		
		City Manager*	TBD	
		Grant Writing Staff Member*	TBD	
		Certified staff (chemical applied, arborist/forester, native plants, ecologist)*	TBD	
2029		NON-PERSONNEL		
		TOTAL	\$0	
2030		PERSONNEL		
2030		NON-PERSONNEL		
		TOTAL	\$0	



Section 3: Workshop Ideas and Future Format



Workshop Ideas and Meeting Format

This section summarizes the ideas generated during the Phase 2 working session, where all departments engaged in breakout discussions to identify pain points and propose strategies for enhancing efficiency and improving city operations. These collaborative sessions brought together a diverse range of perspectives, including both departments that frequently collaborate and those that seldom interact, fostering fresh ideas and innovative approaches to improvement.

Key suggestions with potential monetary impacts have been integrated into the plan, ensuring alignment with budgetary priorities and operational goals. For initiatives where a specific implementation date was not proposed during the discussions, the item has been provisionally scheduled for the final year of the People Plan as a placeholder. Items without monetary impacts have not been included in the People Plan but remain on the list for future consideration as circumstances and priorities evolve.

By capturing and incorporating these insights, this plan demonstrates a commitment to continuous improvement and a shared vision for enhancing city services and operations through collaboration across departments.





Workshop Ideas for Enhancing and Improving Operations

People Management Plan Meeting – 9/5/2024

Red = Added to People Operation Plan as Monetary budget affect

Blue = Non-Monetary Suggestion

Green = Included in the 2025 budget

Black = Needs Further Discussion

Staff Alignment:

- Workflows communicate with departments that collaborates
- City Manager
 - Fill in for vacant positions
 - Additional resource for residents
 - Big picture projects
 - Institutional knowledge
- Operational hours (lobby hours) – allows for uninterrupted time to focus. Example: workday 8:00am-4:30pm, lobby hours 9:00am-4:30pm. Allows for efficiency to get more work done.
- Certified staff (chemical applied, arborist/forester, native plants, ecologist)
- Grant writing staff (all departments, can self-sustain)
- Facility maintenance planning – parks/facility manager-foreman
- On-boarding HR
 - How City works
 - Using existing staff talents
 - Re-evaluation of levels with efficiencies
- Inspector – add staff to improve stormwater, code enforcement, and building inspection
- Court clerk/PD clerk/Paralegal – have collaborative meetings (bi-weekly)
- Communication system between circuit court and municipal court
- Special events – application, communication, trailer, equipment
- Grignon Mansion
- Updated calendars – make sure all staff calendars are up to date, makes it faster for scheduling meetings, special requests, etc.
- Recruiting, marketing, coms efforts
- Keep going with comms team
- Inter department training
- Consolidate purchasing efforts
- Cross department temps, summer help, co-op students
- Utilizing regional groups for tasks

- ECWRPC
- Vendors
- Community members (muskrats)
- KHS
- CESA 6
- Central office float administrative support
- Invoicing/payment standards – one person for City?
- Move street admin to MSB/Clerk
 - Consolidates till/purchases
 - Relieves window traffic at SPaR
 - Adds coverage at MSB for election/taxes
- Common process for creating scoring, and updating S.O.P.'s, user friendly
- Succession planning – cross training
- Shared cleaning maintenance resource
- Purchase specialist – consolidate vendor contracts

Technology:

- Project management software: HR onboarding, finance, communication, IT...or intern or part time personnel
- Budget Software
 - Process is time consuming and inconsistent
 - Software would speed up process and all from seamless transition
- Paycor optimization – better use the system to get process improved to gain more time and experience...or professional service to get system to desired state
- Scheduling software specific to Fire Department
- Tech training and communication – get people on the same page regarding how to communicate, when to meet, etc. Spending time efficiently and understanding the available tools
- GIS position – could help many departments with routing, mapping, record keeping, presentations, inspection/location, reporting, forestry
- QR code for paying fines or completing form
- Accepting of other forms of payment (Venmo)
- Volunteer requests
- Monthly tips and tricks sessions for Paycor, Office Suite, other software
- Legal research and people ID search system
- System communication between PD case numbers and citation numbers in court
- Maintenance facilities supervisor/ticketing
- Online/sales ticketing
- Ramp – (Already have service, use it more)
- City intranet or SharePoint/One Drive standard

- Collab programming w/shared calendar
- [Mandatory employee timesheet approval](#)
- [Social media management tool](#)
- Canva
- Tipps optimization for payments, information look up, streamline process
- One stop shop for everything: payments, issues, permits, licenses, like State of WI access)
- Resident communication: contact us form upgrades/more target to specific departments, thank you response. Fewer inboxes and uniform way to give the information



Section 4: Support Material and Resources

Support Materials

Phase 1 Department Reviews (75 Pages)

Phase 2 Position Reviews (65 Pages)

Phase 3 Staffing Request (38 Pages)

Resources

1. People and Operational Plan

- a. Location: Microsoft Teams Budget and Preparation and Timeline
 - i. Operational Planning (5 year Op-people
 - ii. [People and Operational Plan \(2025-2029\).xlsx](#)

2. Workshop Innovative Idea list

- a. Location: Microsoft Teams: Strategic Planning
 - i. [Workshop Ideas for Enhancing and Improving Operations.docx](#)