



MEMO

Department

To: Committee of the Whole
From: Finance Director Van Rossum
Date: 10/20/2025
Re: Strategic Plan 2027-2031 Update Format

Background information:

The City's current Strategic Plan (2024–2026) established Kaukauna's first comprehensive framework for aligning organizational goals, financial priorities, and community outcomes. Developed with the assistance of a professional facilitator, the process included extensive engagement through Council interviews, staff surveys, and a public survey, resulting in a plan that has guided budgeting, capital planning, and performance measurement across all departments.

As the City approaches the final year of that plan, it is time to begin preparing for the next five-year Strategic Plan (2027–2031). Building upon the foundation of the existing plan allows the City to maintain continuity, carry forward goals that remain relevant, and integrate lessons learned from implementation. The next plan will help ensure that Kaukauna continues to make data-driven, community-focused decisions that align with the City's vision and operational priorities.

To maintain the structured and inclusive approach that contributed to the success of the 2024–2026 plan, staff recommends again engaging a qualified outside facilitator to guide the process. A facilitator can assist with stakeholder outreach, lead planning workshops, and compile the plan document in collaboration with Council and staff.

At this stage, staff is seeking Council input on the preferred level of engagement for the new plan – whether to repeat the full interview and survey process or to pursue a more streamlined approach focusing on internal workshops and targeted community outreach.

In addition, the City is seeking to identify alderpersons interested in serving on the Strategic Plan development team, which would provide feedback and participate in workshop sessions throughout the process.

The ideal timeline would be to begin this effort in February 2026 and complete the final plan by July or August 2026, allowing the document to guide preparation of the 2027 operating budget and Capital Improvement Plan.

Strategic Plan:

This initiative directly supports the existing Strategic Goal of “Advancing Organizational Excellence and Strategic Governance.” Developing the next plan ensures continued alignment between the City’s financial, operational, and community objectives while reinforcing transparency and accountability.

By building on the established goals from the 2024–2026 plan – which emphasized areas such as infrastructure investment, community development, sustainability, and organizational capacity – the next plan will extend these priorities into a refreshed framework that reflects updated community needs and emerging opportunities

Budget:

Funding for the Strategic Plan 2027–2031 development process is included in the 2026 Operating Budget. The anticipated costs include facilitator or consultant fees, public engagement expenses, and related materials. A detailed estimate will be provided once the Council determines the desired scope and engagement level.

Staff Recommended Action:

1. Provide feedback on the preferred process and level of engagement for developing the Strategic Plan 2027–2031 (e.g., Council interviews, staff survey, community survey, or workshops).
2. Identify alderpersons interested in serving as part of the Strategic Plan development team.
3. Authorize staff to move forward with securing a facilitator and preparing a project timeline targeting a February 2026 start and an August 2026 completion.

Current Strategic Plan can be found at the link below:

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