



# 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  
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**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:			<b>\$7,085.00</b>

# City of Kaukauna Proposed Strategic Plan Road Map

