



City of Fort Atkinson
City Manager's Office
101 N. Main Street
Fort Atkinson, WI 53538

**FINANCE COMMITTEE MEETING
IN PERSON
THURSDAY, JUNE 5, 2025 – 4:00 PM
CITY HALL – SECOND FLOOR CONFERENCE ROOM**

If you have special needs or circumstances which may make communication or accessibility difficult at the meeting, please call (920) 397-9901. Accommodations will, to the fullest extent possible, be made available on request by a person with a disability.

AGENDA

1. Call meeting to order

2. Roll call

3. Public Comment

- a. The Finance Committee will receive public comments relating to matters on the agenda. Speakers must be City residents, property owners, or business representatives. Comments are generally limited to three minutes per individual. Anyone wishing to speak is required to sign up in advance or state the following items for the record when called upon: name, address, subject matter, and contact information.

4. New Business

- a. Review and possible action relating to the financial impact of a proposed change to the City's organizational structure to include Neighborhood and Building Services Department (Houseman, City Manager)

5. Adjournment

Date Posted: June 3, 2025

CC: Finance Committee Members; City Council; City Staff; City Attorney; News Media

Notice is hereby given that a majority of the Fort Atkinson City Council will be present at this meeting at the location and time indicated above to gather information about any subject matters on this agenda over which they have decision-making responsibility. This may constitute a meeting of the City Council pursuant to State ex rel. Badke v. Greendale Village Bd., 173 Wis.2d. 553, 494 N.W.2d 408 (1993), and must be noticed as such although the City Council will

not take any formal action at this meeting.

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MEMORANDUM

DATE: June 5, 2025

TO: Committee/Commission/Board

FROM: Rebecca Houseman, City Manager

RE: Review and possible action relating to the financial impact of a proposed change to the City's organizational structure to include Neighborhood and Building Services Department (Houseman, City Manager)

BACKGROUND

Over the past several years, the City Council and City Manager have recognized the incredible range and breadth of responsibility of the position of Public Works Director/City Engineer. In 2024, the position was split into two: Director of Public Works and City Engineer, to provide additional support. Recruitment efforts for the position of City Engineer throughout 2024 were unsuccessful. The previous Public Works Director resigned in December 2024 to pursue other opportunities and one of the reasons cited was workload.

Between December 2024 and May 2025, the City Manager served as Interim Public Works Director. Andy Burt, Ruekert and Mielke served and continues to serve as Interim City Engineer. Jed Draeger, Building Inspector/Zoning Administrator, also took on additional responsibilities during that period of time. Such additional duties outside the scope of the job description include managing the Ridge View Estates infrastructure project and Airport operations, including hangar inspections and serving as the City's liaison for the Airport Master Planning Process and capital improvements. He has also taken on responsibility for stormwater pond inspections and administration as well as taking the lead on the Main Street and Janesville Avenue Corridor Planning processes.

DISCUSSION

In reviewing workload and identifying future areas of growth in the City, the City Manager is proposing to add a new department to the organization. The Department is called Neighborhood and Building Services, and would be led by Jed Draeger as the Director of Neighborhood and Building Services. The draft job description for this position is included in this packet for review and feedback. This position continues to serve as the Building Inspector and Zoning Administrator, two important roles. Other responsibilities would include overseeing Code Enforcement, which is currently under the authority of the Police Department, and the Electrical Division, which is currently under the umbrella of Public Works. This position would oversee the Airport and serve as a member of the Management Team, reporting directly to the

City Manager.

Per Section 2-142(b) of the City's Municipal Code, the City Manager shall have the power to create such minor administrative offices and positions as may from time to time become necessary and to discontinue such offices and positions according to his/her judgment of the needs of the day. Subsection (a) of the code indicates that the City Manager has the same authority for offices created by state statutes or municipal code, subject to the approval of the City Council. The Director of Building and Neighborhood Service position, as well as the proposed restructuring, does not fall under state statutes or municipal codes. However, there is a small financial implication to the change for the remainder of 2025, which requires approval by the Finance Committee.

FINANCIAL ANALYSIS

The proposed change in the position of Building Inspector/Zoning Administrator has a financial impact to the 2025 budget and beyond. The impact on the 2025 budget can be seen in Table 1 below.

Table 1: 2025 Budget Impact for Director of Neighborhood Services Position

| | Position | Pay Grade | Annual Salary | 2025 Budget Impact |
|-----------------|--|-----------|---------------|--------------------|
| <i>Proposed</i> | Director of Neighborhood & Building Services/Building Inspector/Zoning Administrator | 26 | \$ 90,880.67 | \$ 5,354.55 |
| <i>Existing</i> | Building Inspector/Zoning Administrator | 23 | \$ 80,171.58 | |

The existing annual salary for the Building Inspector/Zoning Administrator position is \$80,171.58 at pay grade 23. The proposed salary for the Director position is at pay grade 26, and is \$90,880.67. This change is proposed to take effect on or about July 1st. The pro-rated impact on the 2025 budget is about \$5,354.55. As can be seen in tables 2 and 3 below, the actual revenue associated with building permits and inspections has exceeded and/or will exceed the budgeted amounts.

Table 2: Building & Zoning Permit Revenue 2025 Budget, Actual, and Projection

| Type of Permit | Account Number | 2025 Budget | 2025 Actual 5/31/2025 | % of Budget | % of Year | 2025 YE Projection |
|----------------|-----------------|----------------------|-----------------------|-------------|------------|----------------------|
| Building | 01-43-0043-5100 | \$ 95,000.00 | \$ 62,050.20 | 65% | 42% | \$ 148,920.48 |
| Electrical | 01-43-0043-5200 | \$ 20,000.00 | \$ 5,335.65 | 27% | 42% | \$ 12,805.56 |
| Plumb | 01-43-0043-5300 | \$ 8,000.00 | \$ 4,427.70 | 55% | 42% | \$ 10,626.48 |
| HVAC | 01-43-0043-5500 | \$ 10,000.00 | \$ 7,504.05 | 75% | 42% | \$ 18,009.72 |
| Misc | 01-43-0043-5900 | \$ 5,000.00 | \$ 2,100.00 | 42% | 42% | \$ 5,040.00 |
| Zoning | 01-43-0043-6000 | \$ 7,500.00 | \$ 3,380.00 | 45% | 42% | \$ 8,112.00 |
| | Total | \$ 145,500.00 | \$ 84,797.60 | 58% | 42% | \$ 203,514.24 |

Table 2 above shows the six categories of building and zoning permit revenue included in the 2025 budget. As of the end of May, 42% of the year has passed. An average of the six accounts shoes that the City has collected 58% of the budgeted revenue. If this pace continues, the City

will receive about \$203,000 in revenue, which is about \$58,000 more than budgeted.

Looking back at 2024 in Table 3 below, one can see that building permit revenue outpaced the budgeted amounts as well.

Table 3: Building & Zoning Permit Revenue 2024 Budget and Actual

| Type of Permit | Account Number | 2024 Budget | 2024 Actual | Difference |
|----------------|-----------------|----------------------|----------------------|---------------------|
| Building | 01-43-0043-5100 | \$ 70,000.00 | \$ 107,551.00 | \$ 37,551.00 |
| Electrical | 01-43-0043-5200 | \$ 15,000.00 | \$ 18,079.75 | \$ 3,079.75 |
| Plumb | 01-43-0043-5300 | \$ 6,000.00 | \$ 9,466.00 | \$ 3,466.00 |
| HVAC | 01-43-0043-5500 | \$ - | \$ 10,579.50 | \$ 10,579.50 |
| Misc | 01-43-0043-5900 | \$ 5,000.00 | \$ 5,521.65 | \$ 521.65 |
| Zoning | 01-43-0043-6000 | \$ 7,500.00 | \$ 7,240.00 | \$ (260.00) |
| | Total | \$ 103,500.00 | \$ 158,437.90 | \$ 54,937.90 |

Staff feels comfortable that there will be enough additional revenue in the building permit accounts at the end of 2025 to pay for the increase in salary associated with upgrading the Building/Zoning position to a Director level position. The building and zoning permit fees are anticipated to cover the cost of the upgraded position in future budgets.

In the longer term, staff intends to include a new position in the 2026 budget under this Department: a Buildings and Facilities Manager or Superintendent. This position would be responsible for short and long term facility planning, building and facility project management, among other items. The City Manager has received feedback from Department Directors, City Council members, and the general public that the City continues to be challenged by the demands of building and facility upkeep, planning, and building project management. This position, if approved with the 2026 Budget, would be responsible for the overall maintenance and facility planning for City-owned and operated facilities.

The Neighborhood and Building Services Department will likely be where the City will see continued growth. In the future, if necessary and resources allow, this Department could include another building inspector, a planner, or other development specialist(s).

RECOMMENDATION

Staff recommends the Finance Committee approve the financial impact to the 2025 budget relating to the implementation of a Neighborhood and Building Services Department.

ATTACHMENTS

1. Draft Director of Neighborhood and Building Services 6.2.25
2. Draft Neighborhood Building Services Org Chart
3. Draft COFA Org Chart 2025



POSITION DESCRIPTION

POSITION TITLE: Director of Neighborhood and Building Services

REPORTS TO: City Manager

DEPARTMENT: Neighborhood and Building Services

FLSA CATEGORY: Exempt

EMPLOYMENT CLASSIFICATION: Full Time

PAY TYPE / GRADE: Salary / 26

Purpose of Position

The Director of Neighborhood and Building Services is a member of the City's Management Team and is responsible for strategic oversight and day-to-day management of neighborhood planning, building inspection, zoning administration, code enforcement, electrical, and municipal airport operations. This position ensures that development within the City aligns with the City's Comprehensive Plan, Zoning Ordinance, and Land Division and Development Ordinance. The Director also serves as the Building Inspector, Zoning Administrator, and Airport Manager, performing advanced professional planning, conducting complex inspections, overseeing airport operations, and supervising departmental personnel and functions.

Essential Duties and Responsibilities

The following duties are normal for this position. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

Planning & Zoning Administration

- Administers and enforces the City's Comprehensive Plan, Zoning Ordinance, and Land Division and Development Ordinance.
- Coordinates with City Staff, all Planning Commission and Board of Zoning Appeals activities, including application review, agenda preparation, and public communications.
- Advises the Board of Zoning Appeals and recruit board members.
- Conducts annual reviews and updates of the Zoning Ordinance and Map; prepares and presents recommendations to the Planning Commission and City Council.
- Prepares staff reports and staff recommendations for zoning changes, conditional use permits, signage, site plans, planned unit developments and plat reviews.
- Provides technical planning and zoning advice to City staff, developers, and the public.
- Coordinates special planning projects, including long-range and redevelopment initiatives.

Building Inspection & Code Enforcement

- Reviews and processes building permit applications; issues permits in accordance with adopted building, plumbing, HVAC, and electrical codes.
- Maintains knowledge of applicable building inspection standards and codes and participates in ongoing training.
- Conducts inspections of new and existing structures for code compliance; documents violations and ensures corrective action.
- Issues citations for violations and maintains detailed records of inspections and enforcement actions.
- Reviews permit fees annually and recommends updates to the annual Schedule of Fees.
- Provides technical guidance and customer service to the public and development professionals.
- Oversees temporary or contracted inspection personnel.

Airport Management

- Serves as the City's Airport Manager, overseeing the safe, compliant, and efficient operation of the municipal airport.
- Manages airport facilities, grounds maintenance, fuel systems, and tenant relations.
- Prepares and manages the airport's annual budget, capital improvement plan, and grant applications in coordination with state/federal agencies.
- Ensures compliance with all applicable aviation regulations, safety standards, and environmental requirements.
- Coordinates hangar development and lease agreements.
- Develops and implements airport policies, procedures, and strategic plans aligned with the City's Airport Master Plan.
- Represents the City's airport interests in regional and state aviation forums.

Departmental Leadership & Administration

- Directs and evaluates the work of departmental staff; including hiring, training, performance evaluations, and disciplinary actions.
- Develops and monitors departmental goals, policies, and procedures in alignment with City objectives.
- Prepares and manages the department budget, oversees purchasing and financial management.
- Coordinates department activities and programs with other City departments and external agencies.
- Attends and presents at City Council, Planning Commission, Board of Zoning Appeals, and Airport Committee meetings and other relevant boards and committees.

- Provides oversight of the Code Enforcement and Electrical Divisions, integrating their operations into the broader Comprehensive Plan and strategic direction.

Strategic and Project Management

- Develops or assists in the implementation of short- and long-range development plans.
- Leads or assists interdepartmental and interagency initiatives.
- Manages complex development and public projects from inception through completion.
- Participates in representing the City in regional planning and community development efforts.

Minimum Training and Experience Requirements

- Equivalent combination of education, training, and progressively responsible experience in urban planning, public administration, civil engineering, aviation operations, or related field. Relevant certifications or demonstrated expertise may substitute for formal education.
- At least 3 years of supervisory or management experience in a public sector setting.
- Certification as a Building Inspector preferred or ability to obtain within one year.
- Experience interpreting zoning ordinances or acting as a Zoning Administrator preferred.
- Familiarity with FAA and state aviation regulations and procedures.
- Must possess a valid Wisconsin driver's license.
- Vocational/technical training in building construction and building systems desired.
- Two years of inspection experience with extensive public contact; or any combination of education and experience that provides equivalent knowledge, skills and abilities.

Physical and Mental Abilities Required to Perform Essential Job Functions

Language Ability and Interpersonal Communication

- Comprehensive knowledge of municipal planning, zoning, building inspection, code enforcement, and airport operations.
- Expertise in interpreting and applying land division, zoning, building codes, aviation regulations, and public safety standards.
- Strong leadership, budgeting, project management, and multitasking skills.
- Ability to manage multiple functions, including technical, regulatory, and operational areas.
- Excellent written and verbal communication skills.
- Proficiency in GIS, Microsoft Office, permitting and agenda management software, and airport management tools.

Mathematical Ability

- Ability to calculate percentages, fractions, volumes, ratios, present values and spatial relationships. Ability to interpret basic descriptive statistical reports.

Judgment and Situational Reasoning

- Ability to use functional reasoning in performing influence functions such as supervising, teaching, and directing.
- Ability to exercise the judgment, decisiveness and creativity required in critical and/or unexpected situations involving moderate risk to organization and public health, safety and welfare risks.

Physical Requirements

- This work requires the regular exertion of up to 10 pounds of force and occasional exertion of up to 25 pounds of force; work regularly requires speaking and hearing, frequently requires standing, walking, and sitting; and occasionally requires climbing or balancing, stooping, kneeling, crouching or crawling, reaching with hands and arms, pushing or pulling, lifting and repetitive motions.
- Ability to operate, maneuver and/or steer equipment and machinery requiring simple but continuous adjustments such as motor vehicle, tape measure, drafting instruments, electrical circuit tests, level and common hand tools.
- Ability to coordinate eyes, hands, feet and limbs in performing movements requiring skill and training, such as drawing and assembling. Work requires close vision, distance vision, ability to adjust focus, depth perception, color perception and peripheral vision.
- Ability to recognize and identify degrees of similarities or differences between characteristics of color, shapes, sounds, odors and textures associated with job-related objects, materials and tasks.

Environmental Adaptability

- Ability to work under generally safe and comfortable conditions; however, there may be exposure to environmental factors such as temperature variations, odors, noise, toxic agents, irate individuals, wetness, machinery, electrical currents, traffic hazards, precipitation and/or dust, which may cause discomfort and mild risk of injury

Updated and Approved: _____

Neighborhood and Building Services Director

City Manager

The City of Fort Atkinson is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act, the City will provide reasonable accommodations to qualified individuals with disabilities. We encourage both prospective and current employees to discuss potential accommodations with the employer.

Neighborhood & Building Services Department

Director of Neighborhood & Building Services*
(Building Inspector/Zoning Administrator)

Interpret the City's Comprehensive Plan
Land Division and Development Ordinance
Interpretation of the Zoning Ordinance
Oversee New Development Proposals
Coordinates Preparation of Agenda Materials
Oversees updates to Department Related Ordinances
Manage Department Budget
Coordinates Department functions with all other Departments
Serves as Building Inspector/Zoning Administrator

Code Enforcement Officer
(part time, may be full time in future when needed)

Ensures Compliance with Municipal codes
Investigates Complaints
Conducts Inspections
Issues letters of Compliance
Issuance of Citations

Electrical**

Installation, Maintenance, and repair of electrical systems and infrastructure
Works with all city departments
Coordinates with the Facilities Manager

Building Inspector/ Zoning Administrator** (future, when needed)

Develops and reviews Building Permits
Conducts on-site inspections
Buildings and Building Regulations
Interpretation on the Zoning Ordinance
Housing Code

Buildings and Facilities Manager or Superintendent** (future, proposed in 2026)

Oversees maintenance, upkeep, and long-term improvements of city buildings and facilities.
Manages Maintenance Programs
Manages Building Improvement Projects
Manages and Coordinates Building services

*Department Director
**Division Leader



2025 City of Fort Atkinson Organizational Chart

