



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

**CITY COUNCIL MEETING  
IN PERSON AND VIA ZOOM  
THURSDAY, JULY 6, 2023 – 7:00 PM  
CITY HALL – SECOND FLOOR**

<https://us02web.zoom.us/j/5997866403?pwd=alcreldSbGpNUVI1VnR1RWF5bXovdz09>

Meeting ID: 599 786 6403

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**AGENDA**

- 1. Call meeting to order**
- 2. Roll call**
- 3. Public Hearing – None**
- 4. Public Comment:** *The City Council will receive comments from City residents. 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. No action will be taken on any public comments unless the item is also elsewhere on the agenda.*
- 5. Consent Agenda:** *The Consent Agenda outlined below is hereby presented for action by the City Council. Items may be removed from the Consent Agenda on the request of any one Council member. Items not removed may be adopted by one action without debate. Removed items may be taken up either immediately after the Consent Agenda or placed later on the agenda at the discretion of the Council President.*
  - a. Review and possible action relating to the **minutes of the June 20, 2023 regular Fort Atkinson City Council meeting** (Ebbert, Clerk/Treasurer/Finance Director)

- b. Review and possible action relating to the **minutes of the June 27, 2023 regular Fort Atkinson Plan Commission meeting** (Ebbert, Clerk/Treasurer/Finance Director)
- c. Review and possible action relating to the **minutes of the June 27, 2023 Loan Review Committee meeting** (Ebbert, Clerk/Treasurer/Finance Director)
- d. Review and possible action relating to the **minutes of the June 27, 2023 Police and Fire Commission meeting** (Ebbert, Clerk/Treasurer/Finance Director)
- e. Review and possible action relating to the **minutes of the June 28, 2023 Economic Development Commission meeting** (Ebbert, Clerk/Treasurer/Finance Director)
- f. Review and possible action **Special Event: Parks and Recreation Youth Triathlon** on Saturday, July 29, 2023 from 7 a.m. to 12 p.m. at Rock River Park, Aquatic Center and Montclair Place (Ebbert, Clerk/Treasurer/Finance Director)
- g. Review and possible action **Special Event: Knight Nation 5K** on Saturday, August 19, 2023 from 10 a.m. to 1 p.m. at Crown of Life campus (Ebbert, Clerk/Treasurer/Finance Director)
- h. Review and possible action **Special Event: Tour De Fort** on Saturday, August 26, 2023 from 7 a.m. to 2 p.m. at Jones Park, Lions Pavilion and bike routes (Ebbert, Clerk/Treasurer/Finance Director)
- i. Review and possible action **Special Event: Making Fort Special** on Thursday, Sept. 14, 2023 from 5 to 7 p.m. at Jones Park Shelter (Ebbert, Clerk/Treasurer/Finance Director)

## **6. Petitions, Requests, and Communications**

- a. Presentation of **Tourism Annual Report** (Fort Atkinson Chamber of Commerce-Tourism)
- b. Presentation of the City of Fort Atkinson **Financial Statements and Supplemental Information for the year ending December 31, 2022** (Andrea Jansen, CPA, CFE, Partner, Baker Tilly US, LLP)

## **7. Resolutions and Ordinances**

- a. Review and possible action relating to a resolution expressing support for **Local Government Funding Legislation Resolution Wisconsin Act 12** (Houseman, City Manager)
- b. First reading of an **Ordinance to adopt Zoning Text Amendments** relating to medium industrial land uses, home occupations, off street parking, fencing, building maintenance, landscaping, signage and pools (Draeger, Building/Zoning Administrator)

## **8. Reports of Officers, Boards, and Committees:**

- a. City Manager's Report (Houseman, City Manager)

**9. Unfinished Business – None**

**10. New Business:**

- a. Review and possible action relating to proposals for the **Fire Chief Recruitment** process (Houseman, City Manager)
- b. Review and possible action relating to a **Development Agreement** with Fort Healthcare (Selle, Director of Public Works)
- c. Review and possible action relating to a **Certified Survey Map** for the property located at 1712 and 1714 Montclair Place (Draeger, Building/Zoning Administrator)
- d. Review and possible action relating to a **Certified Survey Map** for the property located at 624 and 704 Sherman Ave East (Draeger, Building/Zoning Administrator)

**11. Miscellaneous – None**

**12. Claims, Appropriations and Contract Payments:**

- a. Review and possible action relating to the **Verified Claims** presented by the Director of Finance and authorization of payment (Ebbert, Clerk/Treasurer/Finance Director)

**13. Adjournment**

*Date Posted: June 29, 2023*

*CC: City Council; City Staff; City Attorney; News Media; Fort Atkinson School District; Fort Atkinson Chamber of Commerce*

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City of Fort Atkinson  
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**CITY COUNCIL MEETING  
IN PERSON AND VIA ZOOM  
TUESDAY, JUNE 20, 2023 – 7:00 PM  
CITY HALL – SECOND FLOOR**

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**1. CALL MEETING TO ORDER**

President Johnson called the meeting to order at 7:00 pm.

**2. ROLL CALL**

Present: Cm. Jaeckel, Cm. Lescohier, Cm. Schultz and President Johnson. Also present: City Manager, City Clerk/Treasurer, City Attorney, City Engineer, Public Works Superintendent, Fire Chief, Division Chief, Building Inspector, Wastewater Superintendent and Park & Recreation Director.

Excused absence: Cm. Becker

**3. PUBLIC HEARINGS – NONE**

**4. PUBLIC COMMENT:**

Dean Trost, 1315 Montclair Place – President of ATV/UTV Club. Supports the use of ATV/UTV on City streets.

**5. CONSENT AGENDA:**

- a. Review and possible action relating to the minutes of the June 6, 2023 regular City Council meeting (Ebbert, Clerk/Treasurer/Finance Director)*
  - b. Review and possible action relating to the minutes of the June 13, 2023 Plan Commission meeting (Ebbert, Clerk/Treasurer/Finance Director)*
  - c. Review and possible action relating to the minutes of the June 14, 2023 Parks and Recreation Advisory Board (Franseen, Parks and Recreation Director)*
  - d. Review and possible action relating to building, plumbing, and electrical permit report for May 2023 (Draeger, Building Inspector)*
  - e. Review and possible action relating to the City Clerk-issued License and Permit Report for May 2023 (Ebbert, Clerk/Treasurer/Finance Director)*
  - f. Review and possible action relating to City Sewer, Water, and Stormwater Utility Financial Statements as of May 31, 2023 (Ebbert, Clerk/Treasurer/Finance Director)*
  - g. Review and possible action relating to Citizen Appointments to Committees, Commissions, and Boards (Houseman, City Manager)*
- Cm. Schultz moved, seconded by Cm. Jaeckel to approve the Consent Agenda as listed, items 5.a. through 5.g. Motion carried.

**6. PETITIONS, REQUESTS, AND COMMUNICATIONS**



*a. Review and possible action relating to proclamation recognizing July as Parks and Recreation Month in the City of Fort Atkinson (Houseman, City Manager)*

Cm. Lescohier moved, seconded by Cm. Schultz to approve the proclamation recognizing the month of July as Parks and Recreation Month in the City of Fort Atkinson. Motion carried.

**7. RESOLUTIONS AND ORDINANCES:**

*a. Second and possible third/final reading and action on an Ordinance relating to a Zoning Map Amendment to change the zoning from Downtown Periphery Mixed Use (DPMU) to Neighborhood Mixed Use (NMU) for the properties located at 211 Milwaukee Avenue East and 210 South Water Street East (Selle, City Engineer/Director of Public Works)*

Engineer Selle reviewed the submission from Melanie Becker, owner Rock River Assets, LLC, for a Zoning Map Amendment for the vacant properties located at 211 Milwaukee Avenue East and 210 South Water Street East. She has requested to change the zoning from Downtown Periphery Mixed Use (DPMU) to Neighborhood Mixed Use (NMU) to facilitate future development.

Cm. Schultz moved, seconded by Cm. Lescohier to suspend the rules and offer a third and final reading of this ordinance. Motion carried.

Cm. Lescohier moved, seconded by Cm. Jaeckel to enact the ordinance amending the Official Zoning Map of the City of Fort Atkinson to change the zoning of the subject properties from DPMU to NMU. Motion carried.

**8. REPORTS OF OFFICERS, BOARDS, AND COMMITTEES:**

*a. City Manager's Report (Houseman, City Manager)*

No action required.

**9. UNFINISHED BUSINESS – NONE**

**10. NEW BUSINESS:**

*a. Review and possible action to authorize the City Manager to sign a contract for agenda management services with CivicPlus (Houseman, City Manager)*

Manager Houseman reviewed that City staff had been putting steps in place to improve communication with the City Council and residents, and to increase access to information about City finances and services. By utilizing an agenda management solution, City Council and other board documents will be easier for residents to access and will create efficiencies for City staff. The CivicPlus Agenda and Meeting Management software will allow staff to create agenda items and manage live meetings. The software provides time-saving automation while allowing the balance of conveniences with manual controls and overrides. The system will also allow for internal collaboration and custom workflows, version tracking and approvals.

The 2023 budget includes funds for agenda management software in the amount of \$10,000 in the dues and subscriptions account. The proposal from CivicPlus will cost \$8,157 in the first year and \$5,035.80 in year two. The initial cost includes the annual fee of \$4,796, Premium Configuration \$2,220, Custom Template Design \$420, virtual consulting \$480 and two virtual training sessions of half a day for \$720 each. The year one cost includes a \$1,199 discount due the City having multiple services with the company. The ongoing annual cost of the web-based software is expected to be similar to the cost in year two (\$5,000). If approved, staff intends to continue to budget for this subscription.

Cm. Schultz moved, seconded by Cm. Leschier to authorize the City Manager to sign a contract for agenda management services with CivicPlus at a cost of \$8,157 with funds from the City Manager dues and subscriptions account. Motion carried.

*b. Review and possible action relating to the Wastewater Utility 2022 Compliance Maintenance Annual Report (CMAR) to Wisconsin Department of Natural Resources (Christensen, Wastewater Superintendent)*

Superintendent Christensen reviewed the Utility's 2022 grades are as follows:

- Influent flow and loadings = A
- Effluent quality: BOD = A
- Effluent quality: TSS = A
- Effluent Quality: Ammonia = A
- Effluent quality: Phosphorus = A
- Biosolids quality and management = A
- Preventive maintenance and staffing = A
- Operator certification = A
- Financial management = A
- Collection systems = A

The overall grade point average for 2022 is 4.00 (2021 = 4.00; 2020 = 3.84) and indicates that overall the plant is in good condition and is operating at a high level.

Cm. Jaeckel moved, seconded by Cm. Schultz to approve the resolution authorizing the 2022 Compliance Maintenance Annual Report for the City of Fort Atkinson Wastewater Utility. Motion carried.

*c. Review and possible action relating to the 2023-2025 Fort Youth Tackle Football Field Use and Concession Stand Agreement (Franseen, Parks and Recreation Director)*

Director Franseen discussed how the Fort Youth Tackle Football has made significant contributions at the Kiwanis Football Fields through their fundraising efforts. This includes funding, building, and maintaining the concession stand, press box, storage garage, small storage shed, two scoreboards, and light poles and fixtures. While FYTF is responsible for repair or replacement of all the aforementioned items, they must seek approval from the Parks and Recreation Director or their designee. This approval process is crucial in maintaining consistency of color and facade throughout the parks, as well as ensuring that new buildings or structures are not built without proper City approvals. FYTF holds public

liability insurance and will hold the City harmless from any third party claims which arise from the leased property. The City currently has concession stand lease agreements with the Fort Atkinson Lion's Club at Ralph Park, Fort Youth Baseball at Memorial Park, and the Fort Atkinson Generals Baseball Team, Inc. at Jones Park.

Cm. Schultz moved, seconded by Cm. Jaeckel to approve the 2023-2025 Fort Youth Tackle Football Field Use and Concession Stand Agreement between the City of Fort Atkinson and the Fort Youth Tackle Football Program, Inc. Motion carried.

*d. Review and possible action to Upgrade and Improve Neighborhood Storm Warning Sirens (Rausch, Fire Chief)*

Chief Rausch shared that in April 2023, Emergency Communication System inspected the City's neighborhood storm warning sirens. There are four such sirens in the City, located on Cloute Hill on the water tower property, at Ralph Park near Wheels Park, on Jamesway at the lift station, and on the roof of the Municipal Building. The inspection found some immediate repair and replacement needs for two of the siren locations. Late summer is the expected timeline for replacement and repairs.

1. Replacement of Jamesway Siren: The Jamesway siren is currently not functioning correctly, and it cannot be fixed due to the unavailability of replacement parts. To rectify this issue, staff proposes replacing the Jamesway siren unit with a new one. Additionally, relocating the siren for improved distribution will be considered. This replacement project will involve the following:
  - Cost of Parts: \$14,113.00
  - Cost of Labor: \$8,675.00
  - Relocation expenses to ensure serviceability from the public right-of-way are included in the cost.
2. Pole Replacement at Ralph Park: The siren at Ralph Park requires a pole replacement due to deterioration. To address this issue, staff recommends replacing the deteriorated pole with a new one. The pole replacement project will incur the following cost:
  - Cost of Pole Replacement: \$6,775.00

Proposed Funding Tables for Neighborhood Storm Warning Siren Project		
Table 1: Project Costs		
Project	Total Cost	
Jamesway Siren Replacement	\$	22,788.00
Ralph Park Pole Replacement	\$	6,775.00
<b>TOTAL:</b>	<b>\$</b>	<b>29,563.00</b>
Table 2: Funding Sources		
Funding Sources	Account Number	Amount Expended
Emergency Management	01-52-5261-0600	\$ 4,000.00
American Rescue Plan Act	22-50-5000-1000	\$ 25,563.00
<b>TOTAL:</b>		<b>\$ 29,563.00</b>

Cm. Lescohier moved, seconded by Cm. Jaeckel to approve the storm warning siren replacement at Jamesway and the pole replacement at Ralph Park for a total cost of \$29,563 to be funded through the emergency management supplies account and the American Rescue Plan Act fund. Motion carried.

**11. MISCELLANEOUS – NONE**

**12. CLAIMS, APPROPRIATIONS AND CONTRACT PAYMENTS:**

*a. Review and possible action relating to the Verified Claims presented by the Director of Finance and authorization of payment (Ebbert, Clerk/Treasurer/Finance Director)*

Cm. Schultz moved, seconded by Cm. Jaeckel to approve the Verified Claims as presented. Motion carried.

**13. ADJOURNMENT**

Cm. Jaeckel moved, seconded by Cm. Schultz to adjourn. Meeting adjourned at 7:44 pm.

Respectfully submitted,  
Michelle Ebbert  
City Clerk/Treasurer



City of Fort Atkinson  
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**PLAN COMMISSION MEETING  
IN PERSON AND VIA ZOOM  
TUESDAY, JUNE 27, 2023 – 4:00 PM  
CITY HALL – SECOND FLOOR**

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**1. CALL MEETING TO ORDER**

Manager Houseman called the meeting to order at 4:00 pm.

**2. ROLL CALL**

Commissioners: Gray, Highfield, Kessenich, Schultz, Manager Houseman and Engineer Selle.  
Excused absence: Commissioner Shull. Also present: City Attorney, City Clerk/Treasurer,  
Building Inspector and Engineer Technician.

**3. REVIEW AND POSSIBLE ACTION RELATING TO THE MINUTES OF THE JUNE 13, 2023  
REGULAR PLAN COMMISSION MEETING**

Cm. Gray moved, seconded by Cm. Kessenich to approve the minutes from the June 13,  
2023 Plan Commission meeting as submitted. Motion carried unanimously.

**4. PUBLIC HEARING: ZONING TEXT AMENDMENTS RELATING TO MEDIUM INDUSTRIAL  
LAND USES, HOME OCCUPATIONS, OFF STREET PARKING, FENCING, BUILDING  
MAINTENANCE, LANDSCAPING, SIGNAGE AND POOLS. (DRAEGER)**

Building Inspector Draeger reviewed the list of amendments with the Commission.

Chairperson Manager Houseman opened the public hearing at 4:15 pm.

John Donohue, 1550 Raveen Street – inquired on the mechanism on enforcement of  
ordinance violations. Draeger provided the path of enforcement which includes several  
contacts made in attempt for correction. Without correction, the Police Department may  
participate in encouraging correction or turn to enforcement.

Chairperson Manager Houseman closed public hearing at 4:17 pm.

**5. REVIEW AND POSSIBLE RECOMMENDATION TO THE CITY COUNCIL RELATING TO  
ZONING TEXT AMENDMENTS RELATING TO MEDIUM INDUSTRIAL LAND USES, HOME  
OCCUPATIONS, OFF STREET PARKING, FENCING, BUILDING MAINTENANCE,  
LANDSCAPING, SIGNAGE AND POOLS (DRAEGER)**

Cm. Schultz asked for clarification on section 2 regarding garages and setbacks. Draeger  
confirmed this does not apply to various residential zoning.

Cm. Schultz inquired on various properties within the City that may be in violation of having equipment stored outside or similar home occupations. Draeger discussed the allowance and guidelines of home occupations.

Cm. Gray asked for confirmation on the size of signs increasing from 24 to 48. This amendment speaks to drive thru restaurant menu signage boards which will allow up to two signs, or one per drive thru lane.

Cm. Schultz moved, seconded by Cm. Gray to recommend the City Council approve the Zoning Text Amendments relating to medium industrial land uses, home occupations, off street parking, fencing, building maintenance, landscaping, signage, pools and the recommended change on item #7.c. Motion carried unanimously.

**6. REVIEW AND POSSIBLE RECOMMENDATION TO THE CITY COUNCIL RELATING TO A CERTIFIED SURVEY MAP FOR THE PROPERTY LOCATED AT 1712 AND 1714 MONTCLAIR PLACE (CSM-2023-06) (DRAEGER)**

Building Inspector Draeger presented a request from the property owner for a two-lot Certified Survey Map for the parcel located at 1712 Montclair Pl. The property owner would like to separate the existing DR-8 Duplex Residential lot into two separate lots allowing the construction of a twin house using the zero-lot line zoning mechanism.

The preliminary Certified Survey Map that was submitted is missing a few requirements listed in Section 70.06.03 of the City of Fort Atkinson Land Division Ordinance.

- CSM must include the owner's email and phone number.
- An inset map showing the location of the parcel relative to the City of Fort Atkinson
- CSM must label adjacent lands west and south of the proposed lots as Unplotted Land
- CSM must show all existing setback lines and reference to the current zoning document made
- CSM should include location of water and sewer service

Staff recommends approval with the following conditions:

- A joint maintenance agreement for the roof and shared wall of the house, to be recorded on each parcel,
- Addition of the missing information required in Article VI, Section 70.06.03 – CSM Requirements, of the City of Fort Atkinson Land Division Ordinance.

Cm. Gray moved, seconded by Cm. Schultz to recommend the City Council approve Certified Survey Map for the property located at 1712 and 1714 Montclair Place subject to the conditions outlined in the Staff report. Motion carried unanimously.

**7. REVIEW AND POSSIBLE RECOMMENDATION TO THE CITY COUNCIL RELATING TO A CERTIFIED SURVEY MAP FOR THE PROPERTY LOCATED AT 624 AND 704 SHERMAN AVE EAST (CSM-2023-07) (DRAEGER)**

Building Inspector Draeger discussed the request from the property owner Terry A Duch has requested a two-lot Certified Survey Map for the parcels located at 624 Sherman Ave E. and 704 Sherman Ave E. The property owner would like to break off a portion of 624 Sherman Ave E and join it with the adjoining property at 704 Sherman Ave E. The lot at 624 Sherman is legal nonconforming with respect to lot width. Approval of this CSM would increase the width of the 624 Sherman Ave E lot creating a legal conforming lot. The lot at 704 Sherman would increase in size, remain a legal lot, and would retain the shoreline access from both current lot configurations.

Staff recommends that the Plan Commission recommend the City Council approve this preliminary Certified Survey Map. Contingent on the final Certified Survey Map including the following:

- increase width of the proposed lot at 624 Sherman Ave E. to the 100 ft required for SR-2 Zoning.
- add the missing information required in Article VI, Section 70.60.03 – CSM Requirements, of the City of Fort Atkinson Land Division Ordinance.

Cm. Schultz moved, seconded by Cm. Gray to approve the Certified Survey Map for the property located at 624 and 704 Sherman Ave East subject to the conditions outlined in the Staff report. Motion carried unanimously.

#### **8. ADJOURNMENT**

Kessenich moved, seconded by Highfield to adjourn. Motion carried unanimously and meeting adjourned at 4:37 pm.

Respectfully submitted  
Michelle Ebbert  
City Clerk/Treasurer



City of Fort Atkinson  
City Clerk/Treasurer's Office  
101 N. Main Street  
Fort Atkinson, WI 53538

**LOAN REVIEW COMMITTEE MEETING  
IN PERSON AND VIA ZOOM  
TUESDAY, JUNE 27, 2023 – 2:00 PM  
CITY HALL – SECOND FLOOR**

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**1. CALL MEETING TO ORDER**

Manager Houseman called the meeting to order at 2:00 pm.

**2. ROLL CALL**

Committee members: Jim Bowers, Robert Cassiday and Mark McGlynn. Also present: City Manager, City Clerk/Treasurer, Thrive ED Deb Reinbold and Phil Ostrowski.

**3. REVIEW AND POSSIBLE ACTION RELATING TO THE MINUTES OF THE LOAN REVIEW COMMITTEE MEETING ON MAY 1, 2023**

McGlynn moved, seconded by Cassiday to approve the minutes of the Loan Review Committee meeting on May 1, 2023. Motion carried 3-0.

Trent Erdman and Chris Hanson addressed the Committee and discussed the plans for the new business/building.

**4. THE LOAN REVIEW COMMITTEE WILL ADJOURN INTO CLOSED SESSION PER WIS. STAT. §19.85(1)(F) TO CONSIDER FINANCIAL AND PERSONAL INFORMATION OF AN APPLICANT FOR THE CITY OF FORT ATKINSON'S CAPITAL CATALYST REVOLVING LOAN FUND (CCRFL)**

McGlynn moved, seconded by Bowers to adjourn into closed session per Wis. Stat §19.85(1)(f) to consider financial and personal information of an applicant for the City of Fort Atkinson's Capital Catalyst Revolving Loan Fund. Motion carried 3-0.

**5. THE LOAN COMMITTEE WILL RETURN TO OPEN SESSION AND MAY MAKE A RECOMMENDATION TO THE ECONOMIC DEVELOPMENT COMMISSION RELATING TO AN APPLICATION FROM LIL' HAWKS KIDZ ACADEMY TOO, LLC FOR THE CCRFL**

Bowers moved, seconded by Cassiday to return to open session. Motion carried 3-0.

Manager Houseman summarized the possible recommendation from the Committee that the Economic Development Commission approve a loan from the CCRFL for \$100,000 with a 2% fixed interest rate over 15 years with a second mortgage on the building located at 1255 Talcott Street, Fort Atkinson, Wisconsin and personal guaranties from Christine Hansen.

Bowers moved, seconded by McGlynn to recommend to the Economic Development Commission approve the loan subject to the terms described by Manager Houseman. Motion carried 3-0.



6. **ADJOURNMENT**

Bowers moved, seconded by Cassiday to adjourn. Meeting adjourned at 2:42 pm.

Respectfully submitted,  
Michelle Ebbert  
City Clerk/Treasurer



City of Fort Atkinson  
City Clerk/Treasurer's Office  
101 N. Main Street  
Fort Atkinson, WI 53538

**POLICE AND FIRE COMMISSION MEETING  
IN PERSON AND VIA ZOOM  
TUESDAY, JUNE 27, 2023 – 5:00 P.M.  
CITY HALL – SECOND FLOOR**

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**1. CALL MEETING TO ORDER**

Chairperson Jones called the meeting to order at 5:00 pm.

**2. ROLL CALL**

Commissioners: Hartwick, Jones, Raub, Schultz and Turk. Also present: City Manager, Clerk/Treasurer and Interim Chief.

**3. REVIEW AND POSSIBLE ACTION RELATING TO THE MINUTES OF THE JUNE 1, 2023 MEETING OF THE POLICE AND FIRE COMMISSION**

Schultz moved, Raub seconded to approve the minutes of the June 1, 2023 meeting of the Police and Fire Commission. Motion carried unanimously.

**4. REVIEW AND POSSIBLE ACTION RELATING TO HIRING OF TOP CANDIDATES FROM THE HIRING PROCESS FOR VOLUNTEER POSITIONS FOR THE FIRE DEPARTMENT (LAWRENCE)**

Interim Chief Lawrence presented the top candidates following the recruitments. This would create a total of 45 paid-on-call volunteers.

Hartwick moved, seconded by Schultz to approve the top candidates on a 12-month probationary status effective July 1, 2023 pending successful completion of background investigation and drug screen. Motion carried unanimously.

**5. REVIEW AND POSSIBLE RECOMMENDATION TO THE CITY COUNCIL RELATING TO PROPOSALS FOR THE FIRE CHIEF RECRUITMENT PROCESS (HOUSEMAN)**

Manager Houseman reviewed the table provided that summarized the received proposals. Should the Commission not select a firm at this time, the City Council may take action and select a firm. Funds exist for the hiring of consultant/firm to perform the search due to Staff limitations to conduct the search. This position also served as the Emergency Management Directory which will be included on the job description when posted. The Commission discussed the recruitment and considerations when selecting a firm.

Schultz moved, seconded by Turk to recommend the City Council approve the proposal from GovHR USA with the Assessment Center being an option, if necessary for the Fire Chief Recruitment process. Motion carried unanimously.

6. **ADJOURNMENT**

Schultz moved, seconded by Turk to adjourn. Meeting adjourned at 5:48 pm.

Respectfully submitted

Michelle Ebbert

City Clerk/Treasurer



City of Fort Atkinson  
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Fort Atkinson, WI 53538

**ECONOMIC DEVELOPMENT COMMISSION  
WEDNESDAY, JUNE 28, 2023 – 4:00 PM  
CITY HALL – SECOND FLOOR**

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**1. CALL MEETING TO ORDER**

Chairperson Nelson called the meeting to order at 4:00 pm.

**2. ROLL CALL**

Present: Commissioners Camplin, Donohue, Nelson, Paulson Weston, Ralston and Council Rep Lescohier. Also present: Ex-Officio City Manager, Ex-Officio Chamber Director, Clerk/Treasurer, Thrive ED JCEDC representative.

Excused absence: McGlynn

**3. REVIEW AND POSSIBLE ACTION RELATING TO THE MINUTES OF THE MAY 3, 2023  
ECONOMIC DEVELOPMENT COMMISSION MEETING**

Donohue moved, seconded by Camplin to approve the minutes of the May 3, 2023 Economic Development Commission meeting. Motion carried unanimously.

Trent Erdman and Chris Hanson addressed the Committee and discussed the plans for the new business/building.

**4. THE ECONOMIC DEVELOPMENT COMMISSION MAY ADJOURN INTO CLOSED SESSION PER  
WIS. STAT. §19.85(1)(F) TO CONSIDER FINANCIAL AND PERSONAL INFORMATION OF AN  
APPLICANT FOR THE CITY OF FORT ATKINSON'S CAPITAL CATALYST REVOLVING LOAN  
FUND (CCRLF) FROM LIL' HAWKS KIDZ ACADEMY TOO, LLC**

Lescohier moved, seconded by Donohue to adjourn into closed session per Wis. Stat §19.85(1)(F) to consider financial and personal information of an applicant for the City of Fort Atkinson Capital Catalyst Revolving Loan Fund (CCRLF) from Lil' Hawks Kidz Academy Too, LLC. Motion carried unanimously.

**5. THE ECONOMIC DEVELOPMENT COMMISSION MAY REMAIN IN CLOSED SESSION PER WIS.  
STAT. §19.85(1)(E) TO CONDUCT OTHER SPECIFIED BUSINESS, WHENEVER COMPETITIVE  
OR BARGAINING REASONS REQUIRE A CLOSED SESSION IN OR TO REVIEW A DRAFT  
DEVELOPMENT AGREEMENT BETWEEN FORT HEALTHCARE AND THE CITY OF FORT  
ATKINSON**

Lescohier moved, seconded by Donohue to remain in closed session per Wis Stat §19.85(1)(E) to conduct other specified business, whenever competitive or bargaining reasons require a closed session in or to review a Draft Development Agreement between Fort Healthcare and the City of Fort Atkinson. Motion carried unanimously.

**6. THE ECONOMIC DEVELOPMENT COMMISSION MAY RETURN TO OPEN SESSION FOR THE PURPOSES:**

Ralston moved, seconded by Camplin to reconvene into open session at 5:18 pm. Motion carried unanimously.

**a. REVIEW AND POSSIBLE ACTION RELATING TO AN APPLICATION FROM LIL' HAWKS KIDZ ACADEMY TOO, LLC FOR A CAPITAL CATALYST REVOLVING LOAN FUND LOAN**

Manager Houseman summarized the possible recommendation from the Committee that the Economic Development Commission approve a loan from the CCRLF for \$100,000 with a 2% fixed interest rate over 15 years with a second mortgage on the building located at 1255 Talcott Street, Fort Atkinson, Wisconsin and personal guaranty from Christine Hansen.

Paulson Weston moved, seconded by Donohue to recommend approval of a Capital Catalyst Revolving Loan Fund for Lil' Hawks Kidz Academy Too, LLC in the amount of \$100,000 with a 2% fixed interest rate over 15 years with a second mortgage on the building located at 1255 Talcott Street, Fort Atkinson, Wisconsin and personal guaranty from Christine Hansen. Motion carried unanimously.

**b. REVIEW AND POSSIBLE RECOMMENDATION TO THE CITY COUNCIL RELATING TO A DEVELOPMENT AGREEMENT BETWEEN FORT HEALTHCARE AND THE CITY OF FORT ATKINSON**

Paulson Weston moved, seconded by Camplin a recommendation by the Economic Development Commission to the City Council to approve the Development Agreement between Fort Healthcare and the City of Fort Atkinson upon final formal review between Fort Healthcare and the City of Fort Atkinson. Motion carried unanimously.

**7. ADJOURNMENT**

Ralston moved, seconded by Paulson Weston to adjourn. Meeting adjourned at 5:21 pm.

Respectfully submitted,  
Michelle Ebbert  
City Clerk/Treasurer



City of Fort Atkinson  
City Clerk/Treasurer's Office  
101 N. Main Street  
Fort Atkinson, WI 53538

## MEMORANDUM

**DATE:** July 6, 2023

**TO:** Fort Atkinson City Council

**FROM:** Michelle Ebbert, City Clerk/Treasurer/Finance Director

**RE:** Review and possible action relating to Special Event:  
City of Fort Atkinson Park & Recreation Youth Triathlon

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### BACKGROUND

The City of Fort Atkinson is committed to supporting quality special events throughout the community. The Special Event Guide and Application was created to assist with planning events in the city and to allow appropriate contact information be obtained and forwarded to Departments. The planning guide is designed to assist members of the community in the planning, preparation and running of events and programs in Fort Atkinson.

The Special Event Guide defines a special event as a planned extraordinary occurrence or temporary aggregation of attractions, open to the public, that (a) is conducted on public property, (b) is conducted on private property and has a substantial impact on public property, (c) has activities that request special temporary licenses; or (d) require special city services, whether open to the public or not, including but not limited to, any of the following: street closures, provisions of barricades, garbage cans, stages or special no parking signs, special electrical services, or special police protection. Special events include, but not limited to, neighborhood and community festivals, parades, processions, fairs, and bicycle or foot races.

### DISCUSSION

**Event:** Parks & Recreation Youth Triathlon  
**Date:** Saturday, July 29, 2023  
**Location:** Rock River Park, Aquatic Center, Montclair Pl.  
**Contact Person:** Brett Kettermann  
**Hours of Event:** 7:00 am to 12:00 pm  
**Estimated Number of Attendees:** 300+

Participants aged 7 to 14 will swim at the Aquatic Center, bike on the road through Rock River Park and the Montclair Street. Participants will then run on Sinnissippi Drive in the park to the archery range and back. Over 50 volunteers will be helping direct kids where to go, on the swim deck, on the course, and throughout the location

Event information was routed to Departments without any concerns provided.

**FINANCIAL ANALYSIS**

There is no financial impact to the City of Fort Atkinson for the event. Departments will assist with proper refuse receptacles and barricades.

**RECOMMENDATION**

Staff recommends that City Council approve the Special Event Youth Triathlon for the Parks & Recreation to be held on Saturday July 29, 2023 at Rock River Park, Aquatic Center and Montclair Subdivision and approve closure of Sinnissippi Drive from 5:00 am to 11:00 pm.

**ATTACHMENTS**

Special Event Application and Map



**CITY OF FORT ATKINSON**  
**Special Event Application**  
Fee: \$25.00

Name of Business/Group Organizing Event: **Fort Atkinson Parks & Recreation**

Contact Person for Event: **Brett Kettermann**

Phone Number:

Email: **bkettermann@fortatkinsonwi.gov**

Day of Event Contact Person (if different from above):

Phone: **920-723-2299**

Email: **bkettermann@fortatkinsonwi.gov**

**Special Event Details**

Event Name: **Fort Youth Triathlon**

Event Date (mm/dd/yyyy): **07/29/2023**

Event Location: **Rock River Park, Fort Aquatic Center & Montclair St**

Estimated Number of Attendees: **300**

Hours of Event: **8-11am**

Event Setup Time: **Friday afternoon/evening & Saturday morning**

Event Tear Down Time: **Saturday 11-1**

Event Description: **Youth Triathlon for kids ages 7-14. They will swim in the pool at the Aquatic Center, Bike in the Park and on Montclair St, and then run in the park on the Sinnissippi Drive to the archery range and back. We will have over 50 volunteers helping direct the kids where to go, on the swim deck, on the course and other places.**

Goal/Purpose of Event: **To promote a healthy activity for the kids to do during the summer. We also offer a 5 week training program for the participants.**

Attach a map of the event including:

Designated parking areas and available number of spaces\*, directional signage for events (i.e. parking guidance), pedestrian street crossing locations, location of any traffic control barricades or personnel to ensure safe coordination of vehicles and pedestrians

*\* If limited parking available, provide proof of permission from neighboring businesses/property to utilize their parking*

**Check all applicable boxes:**

☐ I am renting a city park

Attach copy of paid park rental from Parks & Recreation Department. Equipment rentals are reservable through the Parks & Recreation office 920-397-9910. You are responsible for picking up, setting up, tearing down, and return of equipment. Each park is equipped with picnic tables and garbage/recycling receptacles, and additional are available upon request. If additional cans are requested, the event coordinator will need to pick up additional can liners from Park & Recreation office. The event coordinator is responsible for trash and recycling disposal. If there is no dumpster on site, a dumpster may be required and is the responsibility of the event coordinator.

☒ I am renting city equipment

Please secure and submit payment for requested equipment prior to submitting Special Event Application.  
\*Attach a map with a location for drop off of equipment with this application.

8' white plastic table (43 available; \$4.50/each)

Qty 10

Metal folding chair (190 available; \$0.75/each)

Qty 50

Additional Picnic Table (\$15/each; includes delivery & pick up)\*

Qty     

Additional Garbage/Recycling Can\*

Qty     

Barricades\*

Qty 8

Traffic Cones\*

Qty     

*\*we will pick up Barricades*

☐ Electrical Access

The City Electrician may reach out to you to address any needs/concerns.

Please specify if you have any requests or requirements beyond current access:

Continued



☒ I will be having music (Per City Ordinance 17.03) no person shall cause or allow loud, excessive or unusual noise that will disturb the comfort and quiet repose of persons in the vicinity. All music shall terminate as of 10:00 p.m. City noise ordinance must be followed

Start Time of Music: 7:30AM

End Time of Music: 11:00AM

☒ I will be closing a street(s)\* Barricades can be provided by Public Works upon request  
\* Provide proof of permission from neighboring businesses/properties if street closure impacts daily activity

☐ I will be selling beer and/or wine\* Alcohol license and licensed bartender(s) required. Contact City Clerk (920) 397-9901 prior to submitting this application.

\*Restroom Plan also required with sales of beer and/or wine. Refer to the Special Event Guide.

☐ I will be erecting a tent, canopy or other temporary structure.\*

\*Event coordinator is responsible for ensuring that the temporary structure is safely installed. Event Coordinator is required to contact Diggers Hotline at least 4 business days prior to the event. Diggershotline.com, 1-800-242-8511

☒ I am having a walk/race\*  
\*See map instructions above. In addition to the previously listed map requirements, clearly mark your walk/race route on the map.

**By signing, I agree to the following statements:**

I understand I am responsible for a fire safety and medical plan. I understand it is my responsibility to read the Special Events Guide. I understand I may be required to provide Proof of Insurance. I understand that I may need to contact multiple Departments to arrange for assistance. I understand I am responsible for timely clean up after the event. I understand that additional charges may apply and that I can be billed after my event.

Responsible Party Signature: Brett Ketterman

Submission Date: 06/08/2023

**For Office Use Only:**

Date Received: \_\_\_\_\_

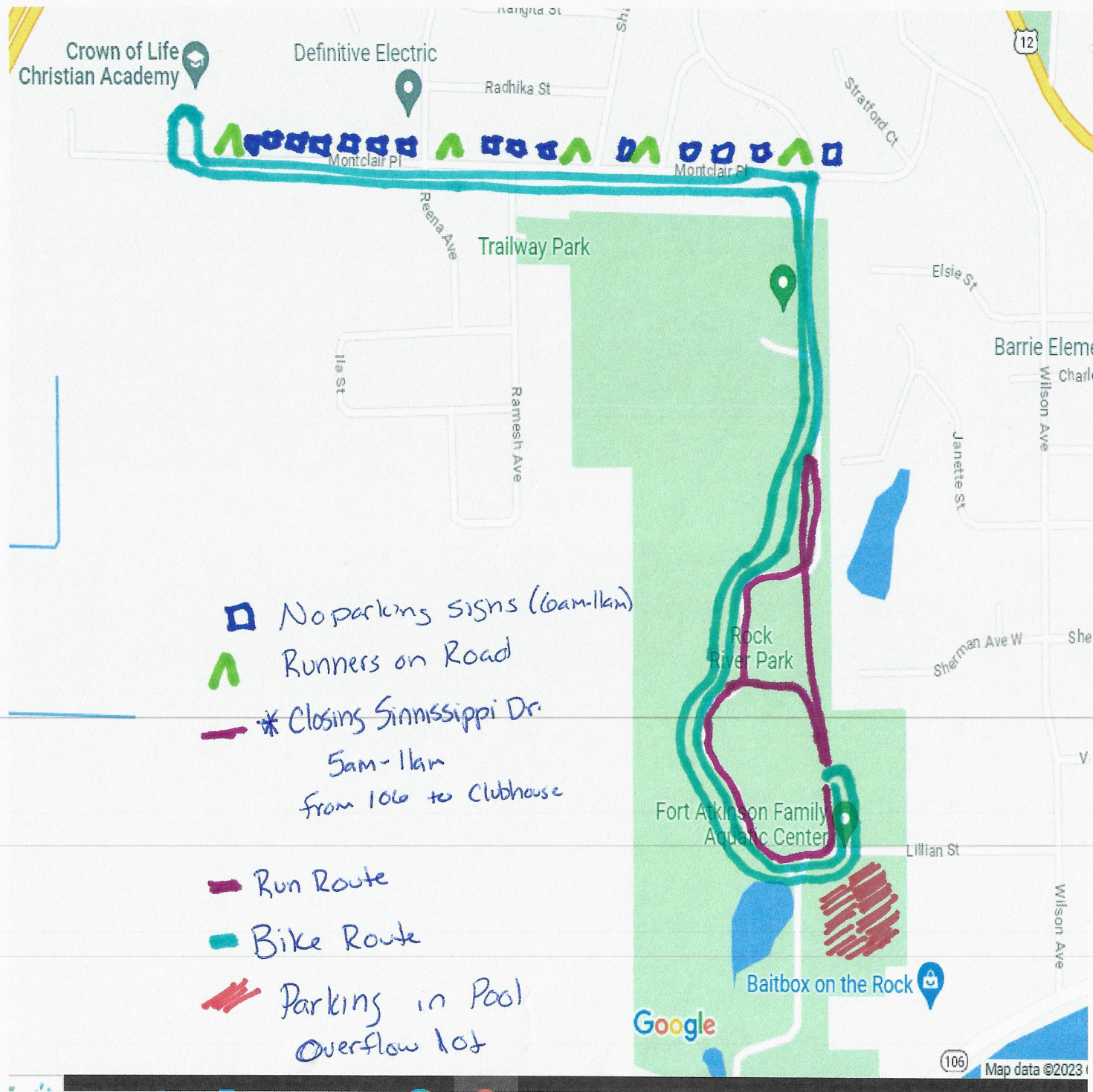
Date Paid: \_\_\_\_\_

Council Approval / Denial Date: \_\_\_\_\_

Date applicant notified of Council action and any event stipulations: \_\_\_\_\_

Event Stipulations:







City of Fort Atkinson  
City Clerk/Treasurer's Office  
101 N. Main Street  
Fort Atkinson, WI 53538

## MEMORANDUM

**DATE:** July 6, 2023

**TO:** Fort Atkinson City Council

**FROM:** Michelle Ebbert, City Clerk/Treasurer/Finance Director

**RE:** Review and possible action relating to Special Event:  
Crown of Life Christian Academy Knight Nation 5K

---

### BACKGROUND

The City of Fort Atkinson is committed to supporting quality special events throughout the community. The Special Event Guide and Application was created to assist with planning events in the city and to allow appropriate contact information be obtained and forwarded to Departments. The planning guide is designed to assist members of the community in the planning, preparation and running of events and programs in Fort Atkinson.

The Special Event Guide defines a special event as a planned extraordinary occurrence or temporary aggregation of attractions, open to the public, that (a) is conducted on public property, (b) is conducted on private property and has a substantial impact on public property, (c) has activities that request special temporary licenses; or (d) require special city services, whether open to the public or not, including but not limited to, any of the following: street closures, provisions of barricades, garbage cans, stages or special no parking signs, special electrical services, or special police protection. Special events include, but not limited to, neighborhood and community festivals, parades, processions, fairs, and bicycle or foot races.

### DISCUSSION

**Event:** Knight Nation 5K

**Dates and Hours of Event:** Saturday, August 19, 2023 10:00 am – 1:00 pm

**Location:** CLCA Campus - 535 Berea Drive

**Contact Person:** Kayla Brown, [kayla\\_kj@hotmail.com](mailto:kayla_kj@hotmail.com)

**Estimated Number of Attendees:** 100-150

Event information was routed to Departments. The Department of Public works has concerns regarding the 5K route taking place on stretches of road with poor pavement condition. The Police Department is aware of this concern but has determined the current route is best for this event.

### FINANCIAL ANALYSIS


There is no financial impact to the City of Fort Atkinson for the event.

**RECOMMENDATION**

Staff recommends the City Council approve the Crown of Life Christian Academy Knight Nation 5K for August 19, 2023 at the Crown of Life Christian Academy Campus.

**ATTACHMENTS**

Special Event Application and map

<div></div> <div><div>CITY OF FORT ATKINSON</div><div>Special Event Application</div><div>Fee: \$25.00</div></div>	
Name of Business/Group Organizing Event:	
Contact Person for Event:	
Phone Number: 920-723-9178	Email:
Day of Event Contact Person (if different from above):	Phone: Email:
Special Event Details	
Event Name:	
Event Date (mm/dd/yyyy):	
Event Location:	
Estimated Number of Attendees:	Hours of Event:
Event Setup Time:	Event Tear Down Time:
Event Description:	
Goal/Purpose of Event:	
Attach a map of the event including:	Designated parking areas and available number of spaces*, directional signage for events (i.e. parking guidance), pedestrian street crossing locations, location of any traffic control barricades or personnel to ensure safe coordination of vehicles and pedestrians  <i>* If limited parking available, provide proof of permission from neighboring businesses/property to utilize their parking</i>
Check all applicable boxes:	
<input type="checkbox"/> I am renting a city park	Attach copy of paid park rental from Parks & Recreation Department. Equipment rentals are reservable through the Parks & Recreation office 920-397-9910. You are responsible for picking up, setting up, tearing down, and return of equipment. Each park is equipped with picnic tables and garbage/recycling receptacles, and additional are available upon request. If additional cans are requested, the event coordinator will need to pick up additional can liners from Park & Recreation office. The event coordinator is responsible for trash and recycling disposal. If there is no dumpster on site, a dumpster may be required and is the responsibility of the event coordinator.
<input checked="" type="checkbox"/> I am renting city equipment X - YES	Please secure and submit payment for requested equipment prior to submitting Special Event Application. *Attach a map with a location for drop off of equipment with this application.  8’ white plastic table (43 available; \$4.50/each) Qty ____ Metal folding chair (190 available; \$0.75/each) Qty ____ Additional Picnic Table (\$15/each; includes delivery & pick up)* Qty ____ Additional Garbage/Recycling Can* Qty ____ 4 Barricades* Qty ____ Traffic Cones* Qty ____
<input type="checkbox"/> Electrical Access	The City Electrician may reach out to you to address any needs/concerns.  Please specify if you have any requests or requirements beyond current access:



☐ I will be having music

(Per City Ordinance 17.03) no person shall cause or allow loud, excessive or unusual noise that will disturb the comfort and quiet repose of persons in the vicinity. All music shall terminate as of 10:00 p.m. City noise ordinance must be followed

Start Time of Music: \_\_\_\_\_End Time of Music: \_\_\_\_\_

☐ I will be closing a street(s)\*

Barricades can be provided by Public Works upon request

\* Provide proof of permission from neighboring businesses/properties if street closure impacts daily activity

☐ I will be selling beer and/or wine\*

Alcohol license and licensed bartender(s) required. Contact City Clerk (920) 397-9901 prior to submitting this application.

\*Restroom Plan also required with sales of beer and/or wine. Refer to the Special Event Guide.

☐ I will be erecting a tent, canopy or other temporary structure.\*

\*Event coordinator is responsible for ensuring that the temporary structure is safely installed. Event Coordinator is required to contact Diggers Hotline at least 4 business days prior to the event. Diggershotline.com, 1-800-242-8511

☐ I am having a walk/race\*

X - YES

\*See map instructions above. In addition to the previously listed map requirements, clearly mark your walk/race route on the map.

By signing, I agree to the following statements:

I understand I am responsible for a fire safety and medical plan. I understand it is my responsibility to read the Special Events Guide. I understand I may be required to provide Proof of Insurance. I understand that I may need to contact multiple Departments to arrange for assistance. I understand I am responsible for timely clean up after the event. I understand that additional charges may apply and that I can be billed after my event.

Responsible Party Signature: \_\_\_\_\_

Submission Date: \_\_\_\_\_

For Office Use Only:

Date Received: \_\_\_\_\_

Date Paid: \_\_\_\_\_

Council Approval / Denial Date: \_\_\_\_\_

Date applicant notified of Council action and any event stipulations: \_\_\_\_\_

Event Stipulations:

Parking in CLCA  
Lot & Lawn for  
50-60 vehicles.  
Traffic director  
at entrance.

Person Directing,  
Signage & 2  
Baricade Needed

Person Directing,  
Signage & 2  
Baricade Needed

Signage & Per-  
son Directing

Signage & Per-  
son Directing

Signage & Person Directing

Signage & Per-  
son Directing

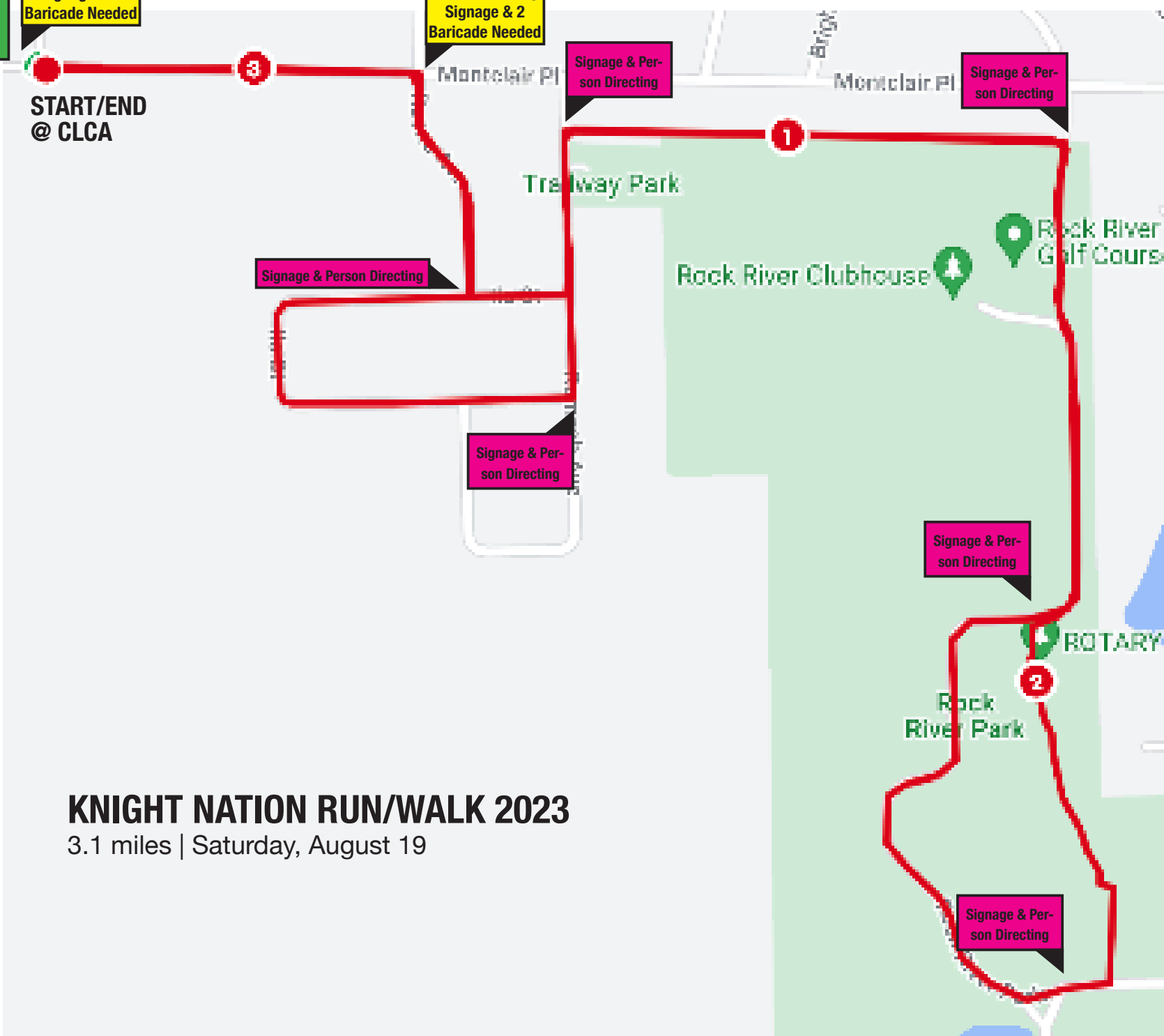
Signage & Per-  
son Directing

Signage & Per-  
son Directing

START/END  
@ CLCA

# KNIGHT NATION RUN/WALK 2023

3.1 miles | Saturday, August 19





City of Fort Atkinson  
City Clerk/Treasurer's Office  
101 N. Main Street  
Fort Atkinson, WI 53538

## MEMORANDUM

**DATE:** July 6<sup>th</sup>, 2023

**TO:** Fort Atkinson City Council

**FROM:** Michelle Ebbert, City Clerk/Treasurer/Finance Director

**RE:** Review and possible action relating to Special Event:  
Tour De Fort

---

### BACKGROUND

The City of Fort Atkinson is committed to supporting quality special events throughout the community. The Special Event Guide and Application was created to assist with planning events in the city and to allow appropriate contact information be obtained and forwarded to Departments. The planning guide is designed to assist members of the community in the planning, preparation and running of events and programs in Fort Atkinson.

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### DISCUSSION

**Event:** Tour De Fort

**Date:** Saturday, August 26<sup>th</sup>, 2023

**Location:** Jones Park, Lions Pavillion, 3 bike routes

**Contact Person:** Jason Fiege; [jasfiege@gmail.com](mailto:jasfiege@gmail.com)

**Hours of Event:** 7:00 am to 2:00 pm

**Estimated Number of Attendees:** 100-200

The Fort Atkinson Lion's Club will be hosting a bike ride as a fundraiser for their club. Event information was routed to Departments without any concerns provided.

### FINANCIAL ANALYSIS

There is no financial impact to the City of Fort Atkinson for the event.



**RECOMMENDATION**

Staff recommends that City Council approve the Fort Atkinson Lions Club Tour Da Fort on Saturday August 26, 2023

**ATTACHMENTS**

Special Event Application and Map



CITY OF FORT ATKINSON  
Special Event Application  
Fee: \$25.00

Name of Business/Group Organizing Event: FORT ATKINSON LIONS CLUB

Contact Person for Event: JOHN FIEGE, JEFF WOODS, DEAN HAYKE, DAVE RILEY

Phone Number: 920-222-9127

Email: JASFIEGE@GMAIL.COM

Day of Event Contact Person (if different from above):

Phone:

Email:

Special Event Details

Event Name: TOUR DE FORT

Event Date (mm/dd/yyyy): SAUNDAY, AUGUST 26, 2023

Event Location: JONES PARK, LIONS BUILDING

Estimated Number of Attendees: 100-200

Hours of Event: 7AM - 2PM

Event Setup Time: 6 AM

Event Tear Down Time: 3 PM

Event Description: THE EVENT IS A BIKE RIDE, WHICH SERVES AS A FUND RAISER FOR THE LIONS CLUB. THERE ARE THREE ROUTES, 15, 35 AND 61 MILES. THE RIDES/ROUTES ALL START AND END AT JONES PARK. SEE ATTACHED MAP FOR THE ROUTES. THERE WILL BE REST STOPS ON ALL THE ROUTES, AND SAG VEHICLES TO HELP RIDERS WITH ANY MECHANICAL ISSUES OR TO TRANSPORT THEM BACK TO FORT ATKINSON.

Goal/Purpose of Event:

THE PURPOSE OF THE EVENT IS A FUND RAISER FOR THE LIONS CLUB SO THE CLUB CAN CONTINUE SUPPORTING COMMUNITY NEEDS

Attach a map of the event including:

Designated parking areas and available number of spaces\*, directional signage for events (i.e. parking guidance), pedestrian street crossing locations, location of any traffic control barricades or personnel to ensure safe coordination of vehicles and pedestrians

*\* If limited parking available, provide proof of permission from neighboring businesses/property to utilize their parking*

Check all applicable boxes:

☒ I am renting a city park

Attach copy of paid park rental from Parks & Recreation Department. Equipment rentals are reservable through the Parks & Recreation office 920-397-9910. You are responsible for picking up, setting up, tearing down, and return of equipment. Each park is equipped with picnic tables and garbage/recycling receptacles, and additional are available upon request. If additional cans are requested, the event coordinator will need to pick up additional can liners from Park & Recreation office. The event coordinator is responsible for trash and recycling disposal. If there is no dumpster on site, a dumpster may be required and is the responsibility of the event coordinator.

☐ I am renting city equipment

Please secure and submit payment for requested equipment prior to submitting Special Event Application.  
\*Attach a map with a location for drop off of equipment with this application.

8' white plastic table (43 available; \$4.50/each)

Qty \_\_\_\_

Metal folding chair (190 available; \$0.75/each)

Qty \_\_\_\_

Additional Picnic Table (\$15/each; includes delivery & pick up)\*

Qty \_\_\_\_

Additional Garbage/Recycling Can\*

Qty \_\_\_\_

Barricades\*

Qty \_\_\_\_

Traffic Cones\*

Qty \_\_\_\_

☐ Electrical Access

The City Electrician may reach out to you to address any needs/concerns.

Please specify if you have any requests or requirements beyond current access:

☒ I will be having music

(Per City Ordinance 17.03) no person shall cause or allow loud, excessive or unusual noise that will disturb the comfort and quiet repose of persons in the vicinity. All music shall terminate as of 10:00 p.m. City noise ordinance must be followed

Start Time of Music: 9 AM

End Time of Music: 3 PM

☐ I will be closing a street(s)\*

Barricades can be provided by Public Works upon request

*\* Provide proof of permission from neighboring businesses/properties if street closure impacts daily activity*

☐ I will be selling beer and/or wine\*

Alcohol license and licensed bartender(s) required. Contact City Clerk (920) 397-9901 prior to submitting this application.

*\*Restroom Plan also required with sales of beer and/or wine. Refer to the Special Event Guide.*

☐ I will be erecting a tent, canopy or other temporary structure.\*

*\*Event coordinator is responsible for ensuring that the temporary structure is safely installed. Event Coordinator is required to contact Diggers Hotline at least 4 business days prior to the event. Diggershotline.com, 1-800-242-8511*

☒ I am having a walk/race\*

*\*See map instructions above. In addition to the previously listed map requirements, clearly mark your walk/race route on the map.*

By signing, I agree to the following statements:

I understand I am responsible for a fire safety and medical plan. I understand it is my responsibility to read the Special Events Guide. I understand I may be required to provide Proof of insurance. I understand that I may need to contact multiple Departments to arrange for assistance. I understand I am responsible for timely clean up after the event. I understand that additional charges may apply and that I can be billed after my event.

Responsible Party Signature:



Submission Date:

For Office Use Only:

Date Received:

\_\_\_\_\_

Date Paid:

\_\_\_\_\_

Council Approval / Denial Date:

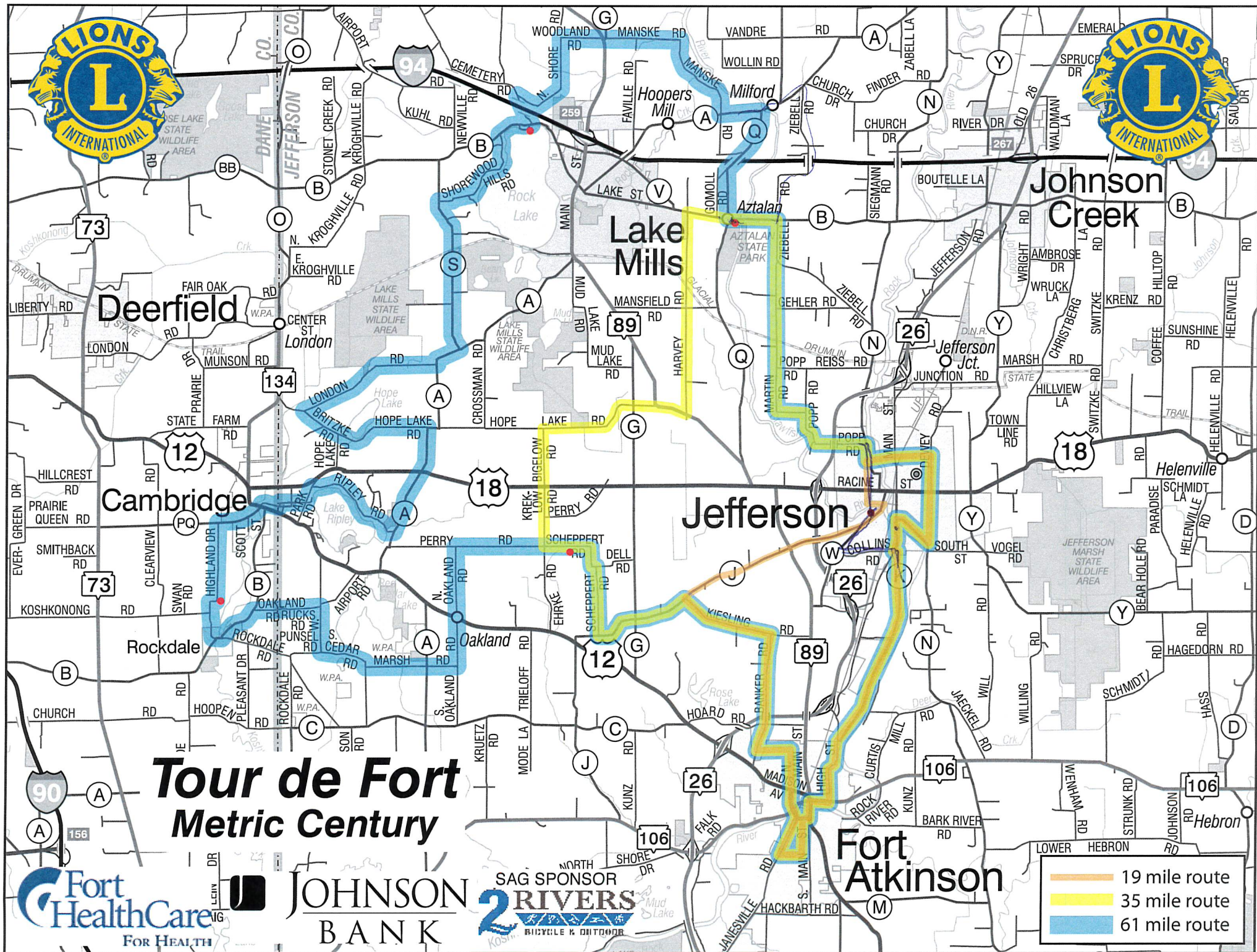
\_\_\_\_\_

Date applicant notified of Council action and any event stipulations:

\_\_\_\_\_

Event Stipulations:





# ***Tour de Fort Metric Century***

## **REST STOP TIMES**

Riverside Park, Jefferson....9:00 to 10:00 am  
Aztalan Museum...9:15 to 10:45 am  
Rock Lake County Park, Lake Mills 9:45am to 11:45 am  
Cam-Rock Park 2...11:00am to 1:30 pm  
Garry Peter's Farm...10:00am to 2:30 pm

**REST STOPS HOSTED BY BLACKHAWK CHAPTER 409  
VIETMAN VETERANS OF AMERICA**

**SAG WAGON PROVIDED BY:  
2 RIVERS BICYCLE AND OUTDOORS**

**RADIO COMMUNICATIONS BY:  
TRI COUNTY AMATER RADIO CLUB**

**TRAFFIC CONTROL PROVIDED BY:  
JEFFERSON COUNTY EMERGENCY COMMUNICATIONS GROUP**

**SPONSORS:  
JOHNSON BANK  
FORT HEALTHCARE  
2 RIVERS BICYCLE AND OUTDOORS**

**IF YOU NEED HELP,  
CALL (920)222-5205**

**PLEASE, OBEY ALL TRAFFIC SIGNS**

**HAVE A GREAT RIDE AND THANKS FOR COMING.**



City of Fort Atkinson  
City Clerk/Treasurer's Office  
101 N. Main Street  
Fort Atkinson, WI 53538

## MEMORANDUM

**DATE:** July 6<sup>th</sup>, 2023

**TO:** Fort Atkinson City Council

**FROM:** Michelle Ebbert, City Clerk/Treasurer/Finance Director

**RE:** Review and possible action relating to Special Event: Making Fort Special Awards

---

### BACKGROUND

The City of Fort Atkinson is committed to supporting quality special events throughout the community. The Special Event Guide and Application was created to assist with planning events in the city and to allow appropriate contact information be obtained and forwarded to Departments. The planning guide is designed to assist members of the community in the planning, preparation and running of events and programs in Fort Atkinson.

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### DISCUSSION

**Event:** Making Fort Special  
**Date:** Thursday, September 14<sup>th</sup>, 2023  
**Location:** Jones Park Shelter  
**Contact Person:** Sue Hartwick  
**Hours of Event:** 5:00 pm – 7:00 pm  
**Estimated Number of Attendees:** 120

The Fort Atkinson Community Foundation will be presenting awards to three community members. Event information was routed to Departments without any concerns provided.

### FINANCIAL ANALYSIS

There is no financial impact to the City of Fort Atkinson for the event.




**RECOMMENDATION**

Staff recommends that City Council approve the Special Event Making Fort Special Awards on Thursday, September 14<sup>th</sup>, 2023.

**ATTACHMENTS**

Special Event Application

<div></div> <div><div>CITY OF FORT ATKINSON</div><div>Special Event Application</div><div>Fee: \$25.00</div></div>	
Name of Business/Group Organizing Event:	
Contact Person for Event:	
Phone Number:	Email:
Day of Event Contact Person (if different from above):	Phone: Email:
Special Event Details	
Event Name:	
Event Date (mm/dd/yyyy):	
Event Location:	
Estimated Number of Attendees:	Hours of Event:
Event Setup Time:	Event Tear Down Time:
Event Description:	
Goal/Purpose of Event:	
Attach a map of the event including:	<div>Designated parking areas and available number of spaces*, directional signage for events (i.e. parking guidance), pedestrian street crossing locations, location of any traffic control barricades or personnel to ensure safe coordination of vehicles and pedestrians</div> <div><i>* If limited parking available, provide proof of permission from neighboring businesses/property to utilize their parking</i></div>
Check all applicable boxes:	
<input type="checkbox"/> I am renting a city park	<div>Attach copy of paid park rental from Parks &amp; Recreation Department. Equipment rentals are reservable through the Parks &amp; Recreation office 920-397-9910. You are responsible for picking up, setting up, tearing down, and return of equipment. Each park is equipped with picnic tables and garbage/recycling receptacles, and additional are available upon request. If additional cans are requested, the event coordinator will need to pick up additional can liners from Park &amp; Recreation office. The event coordinator is responsible for trash and recycling disposal. If there is no dumpster on site, a dumpster may be required and is the responsibility of the event coordinator.</div>
<input type="checkbox"/> I am renting city equipment	<div>Please secure and submit payment for requested equipment prior to submitting Special Event Application. *Attach a map with a location for drop off of equipment with this application.</div> <div><div>8’ white plastic table (43 available; \$4.50/each)</div><div>Qty ____</div><div>Metal folding chair (190 available; \$0.75/each)</div><div>Qty ____</div><div>Additional Picnic Table (\$15/each; includes delivery &amp; pick up)*</div><div>Qty ____</div><div>Additional Garbage/Recycling Can*</div><div>Qty ____</div><div>Barricades*</div><div>Qty ____</div><div>Traffic Cones*</div><div>Qty ____</div></div>
<input type="checkbox"/> Electrical Access	<div>The City Electrician may reach out to you to address any needs/concerns.</div> <div>Please specify if you have any requests or requirements beyond current access:</div>



<input type="checkbox"/> I will be having music	(Per City Ordinance 17.03) no person shall cause or allow loud, excessive or unusual noise that will disturb the comfort and quiet repose of persons in the vicinity. All music shall terminate as of 10:00 p.m. City noise ordinance must be followed  Start Time of Music: _____ End Time of Music: _____
<input type="checkbox"/> I will be closing a street(s)*	Barricades can be provided by Public Works upon request  <i>* Provide proof of permission from neighboring businesses/properties if street closure impacts daily activity</i>
<input type="checkbox"/> I will be selling beer and/or wine*	Alcohol license and licensed bartender(s) required. Contact City Clerk (920) 397-9901 prior to submitting this application.  <i>*Restroom Plan also required with sales of beer and/or wine. Refer to the Special Event Guide.</i>
<input type="checkbox"/> I will be erecting a tent, canopy or other temporary structure.*	  <i>*Event coordinator is responsible for ensuring that the temporary structure is safely installed. Event Coordinator is required to contact Diggers Hotline at least 4 business days prior to the event. Diggershotline.com, 1-800-242-8511</i>
<input type="checkbox"/> I am having a walk/race*	<i>*See map instructions above. In addition to the previously listed map requirements, clearly mark your walk/race route on the map.</i>

**By signing, I agree to the following statements:**

I understand I am responsible for a fire safety and medical plan. I understand it is my responsibility to read the Special Events Guide. I understand I may be required to provide Proof of Insurance. I understand that I may need to contact multiple Departments to arrange for assistance. I understand I am responsible for timely clean up after the event. I understand that additional charges may apply and that I can be billed after my event.

Responsible Party Signature: \_\_\_\_\_

Submission Date: \_\_\_\_\_

**For Office Use Only:**

Date Received:	_____
Date Paid:	_____
Council Approval / Denial Date:	_____
Date applicant notified of Council action and any event stipulations:	_____
Event Stipulations:	



# Reporting and insights from 2022 audit:

City of Fort Atkinson

December 31, 2022

# Executive summary

June 20, 2023

To the City Council  
City of Fort Atkinson  
111 North Main St.  
Fort Atkinson, Wisconsin 53538

We have completed our audit of the financial statements of the City of Fort Atkinson (the City) for the year ended December 31, 2022, and have issued our report thereon dated June 30, 2023. This letter presents communications required by our professional standards.

Your audit should provide you with confidence in your financial statements. The audit was performed based on information obtained from meetings with management, data from your systems, knowledge of your City's operating environment and our risk assessment procedures. We strive to provide you clear, concise communication throughout the audit process and of the final results of our audit.

Additionally, we have included information on key risk areas the City should be aware of in your strategic planning. We are available to discuss these risks as they relate to your organization's financial stability and future planning.

If you have questions at any point, please connect with us:

- Andrea Jansen, Partner: [Andrea.Jansen@bakertilly.com](mailto:Andrea.Jansen@bakertilly.com) or +1 (608) 240 2338

Sincerely,

Baker Tilly US, LLP

Andrea Jansen, CPA, CFE, Partner

# Responsibilities

## Our responsibilities

As your independent auditor, our responsibilities include:

- Planning and performing the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. Reasonable assurance is a high level of assurance.
- Assessing the risks of material misstatement of the financial statements, whether due to fraud or error. Included in that assessment is a consideration of the City's internal control over financial reporting.
- Performing appropriate procedures based upon our risk assessment.
- Evaluating the appropriateness of the accounting policies used and the reasonableness of significant accounting estimates made by management.
- Forming and expressing an opinion based on our audit about whether the financial statements prepared by management, with the oversight of those charged with governance:
  - Are free from material misstatement
  - Present fairly, in all material respects and in accordance with accounting principles generally accepted in the United States of America
- Performing tests related to compliance with certain provisions of laws, regulations, contracts and grants, as required by *Government Auditing Standards*
- Considering internal control over compliance with requirements that could have a direct and material effect on major federal and major state programs to design tests of both controls and compliance with identified requirements
- Forming and expressing an opinion based on our audit in accordance with OMB's *Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards* (Uniform Guidance) and *State Single Audit Guidelines* about the entity's compliance with requirements described in the *OMB Compliance Supplement* and *State Single Audit Guidelines* that could have a direct and material effect on each of its major federal and state programs.
- Our audit does not relieve management or those charged with governance of their responsibilities.

We are also required to communicate significant matters related to our audit that are relevant to the responsibilities of those charged with governance, including:

- Internal control matters
- Qualitative aspects of the City's accounting practice including policies, accounting estimates and financial statement disclosures
- Significant unusual transactions
- Significant difficulties encountered
- Disagreements with management
- Circumstances that affect the form and content of the auditors' report
- Audit consultations outside the engagement team
- Corrected and uncorrected misstatements
- Other audit findings or issues

# Audit status

## Significant changes to the audit plan

There were no significant changes made to either our planned audit strategy or to the significant risks and other areas of emphasis identified during the performance of our risk assessment procedures.

# Audit approach and results

## Planned scope and timing

### Audit focus

Based on our understanding of the City and environment in which you operate, we focused our audit on the following key areas:

- Key transaction cycles
- Areas with significant estimates
- Implementation of new accounting standards
- Areas of complexity including Tax Incremental Districts and federal and state grants.

Our areas of audit focus were informed by, among other things, our assessment of materiality. Materiality in the context of our audit was determined based on specific qualitative and quantitative factors combined with our expectations about the City's current year results.

## Key areas of focus and significant findings

### Significant risks of material misstatement

A significant risk is an identified and assessed risk of material misstatement that, in the auditor's professional judgment, requires special audit consideration. Within our audit, we focused on the following areas below.

Significant risk areas	Testing approach	Conclusion
Management override of controls	Incorporate unpredictability into audit procedures, emphasize professional skepticism and utilize audit team with industry expertise	Procedures identified provided sufficient evidence for our audit opinion
Improper revenue recognition due to fraud	Confirmation or validation of certain revenues supplemented with detailed predictive analytics based on non-financial data and substantive testing of related receivables	Procedures identified provided sufficient evidence for our audit opinion

### Other areas of emphasis

We also focused on other areas that did not meet the definition of a significant risk, but were determined to require specific awareness and a unique audit response.

Other areas of emphasis		
Cash and investments	Revenues and receivables	General disbursements
Payroll	Pension and OPEB assets/liabilities	Long-term debt
Capital assets including infrastructure	Net position calculations	Financial reporting and required disclosures

## Internal control matters

We considered the City's internal control over financial reporting as a basis for designing our audit procedures for the purpose of expressing an opinion on the financial statements. We are not expressing an opinion on the effectiveness of the City's internal control.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and, therefore, material weaknesses or significant deficiencies may exist that were not identified.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis.

A material weakness is a deficiency or combination of deficiencies in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. We identified the following deficiencies as material weaknesses:

- **Missing key controls**

There are certain controls that are not currently in place related to significant transaction cycles. As a result, there is a risk that erroneous or unauthorized transactions or misstatements could occur without the knowledge of management or the governing body. Our recommendations for strengthening controls are listed below.

- Controls over monthly and year-end accounting

- There should be a process to review, record, and approve retainages at year-end in order to ensure retainages are accurately reported.

Since the controls listed above or other compensating controls are not currently in place, errors or irregularities could occur as part of the accounting processes that might not be discovered by management or the governing body. Therefore, the absence of these controls is considered to be a material weakness.

We recommend that a designated employee review the segregation of duties, risks, and these potential controls and determine whether additional controls should be implemented. This determination should take into consideration a cost / benefit analysis.

- **Financial statement close process**

Properly designed systems of internal control provide your organization with the ability to process and record accurate monthly and year-end transactions and annual financial reports.

Our audit includes a review and evaluation of the internal controls relating to financial reporting. Common attributes of a properly designed system of internal control for financial reporting are as follows:

- There is adequate staffing to prepare financial reports throughout the year and at year-end.
- Material misstatements are identified and corrected during the normal course of duties.
- Complete and accurate financial statements, including footnotes, are prepared.
- Complete and accurate schedule of expenditures of federal and state awards is prepared.
- Financial reports are independently reviewed for completeness and accuracy.

Our evaluation of the internal controls over financial reporting has identified control deficiencies that are considered to be a material weakness surrounding the preparation of financial statements and footnotes, including the schedule of federal and state awards, adjusting journal entries identified by the auditors, and an independent review of financial reports.

Management has not prepared financial statements that are in conformity with generally accepted accounting principles or the schedule of expenditures of federal and state awards that is conformance with the applicable federal or state requirements. In addition, material misstatements in the general ledger were identified during the financial audit.



## Required communications

### Qualitative aspect of accounting practices

- Accounting policies: Management is responsible for the selection and use of appropriate accounting policies. In accordance with the terms of our engagement letter, we have advised management about the appropriateness of accounting policies and their application. The significant accounting policies used by City are described in Note 1 to the financial statements. As described in Note 1, the City changed accounting policies related to leases by adopting Accounting Pronouncement GASB No. 87, *Leases*, in 2022. We noted no transactions entered into by the City during the year for which accounting policies are controversial or for which there is a lack of authoritative guidance or consensus or diversity in practice.
- Accounting estimates: Accounting estimates, including fair value estimates, are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements, the degree of subjectivity involved in their development and because of the possibility that future events affecting them may differ significantly from those expected. The following estimates are of most significance to the financial statements:

Estimate	Management's process to determine	Baker Tilly's conclusions regarding reasonableness
Net pension liability and related deferrals	Evaluation of information provided by the Wisconsin Retirement System	Reasonable in relation to the financial statements as a whole
Net/Total OPEB liability and related deferrals	Key assumptions set by management with the assistance of a third party actuary	Reasonable in relation to the financial statements as a whole
Depreciation	Evaluate estimated useful life of the asset and original acquisition value	Reasonable in relation to the financial statements as a whole

There have been no significant changes made by management to either the processes used to develop the particularly sensitive accounting estimates, or to the significant assumptions used to develop the estimates, noted above.

- Financial statement disclosures: The disclosures in the financial statements are neutral, consistent and clear.

### Significant unusual transactions

There have been no significant transactions that are outside the normal course of business for the City or that otherwise appear to be unusual due to their timing, size or nature.

### Significant difficulties encountered during the audit

We encountered no significant difficulties in dealing with management and completing our audit.

## **Disagreements with management**

Professional standards define a disagreement with management as a matter, whether or not resolved to our satisfaction, concerning a financial accounting, reporting, or auditing matter that could be significant to the financial statements or the auditors' report. We are pleased to report that no such disagreements arose during the course of our audit.

## **Audit report**

There have been no departures from the auditors' standard report.

## **Audit consultations outside the engagement team**

We encountered no difficult or contentious matters for which we consulted outside of the engagement team.

## **Uncorrected misstatements and corrected misstatements**

Professional standards require us to accumulate misstatements identified during the audit, other than those that are clearly trivial and to communicate accumulated misstatements to management. Management is in agreement with the misstatements we have identified, and they have been corrected in the financial statements. The schedule within the attachments summarizes the material corrected misstatements, that, in our judgment, may not have been detected except through our auditing procedures. The internal control matters section of this report describes the effects on the financial reporting process indicated by the corrected misstatements, other than those that we consider to be of a lesser magnitude than significant deficiencies and material weaknesses.

## **Other audit findings or issues**

We encountered no other audit findings or issues that require communication at this time.

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the City's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

## **Other information in documents containing audited basic financial statements**

*Official statements* (or other equivalent document which we may not read unless engaged separately)

The City's audited financial statements are "general purpose" financial statements. General purpose financial statements consist of the basic financial statements that can be used by a broad group of people for a broad range of activities. Once we have issued our audit report, we have no further obligation to update our report for events occurring subsequent to the date of our report. The City can use the audited financial statements in other client prepare documents, such as official statements related to the issuance of debt, without our acknowledgment. Unless we have been engaged to perform services in connection with any subsequent transaction requiring the inclusion of our audit report, as well as to issue an auditor's acknowledgment letter, we have neither read the document nor performed subsequent event procedures in order to determine whether or not our report remains appropriate.

### **Management's consultations with other accountants**

In some cases, management may decide to consult with other accountants about auditing and accounting matters. Management informed us that, and to our knowledge, there were no consultations with other accountants regarding auditing or accounting matters.

### **Written communications between management and Baker Tilly**

The attachments include copies of other material written communications, including a copy of the management representation letter.

### **Compliance with laws and regulations**

We did not identify any non-compliance with laws and regulations during our audit.

We will issue a separate document which contains the results of our audit procedures to comply with the Uniform Guidance and *State Single Audit Guidelines*.

### **Fraud**

We did not identify any known or suspected fraud during our audit.

### **Going concern**

Pursuant to professional standards, we are required to communicate to you, when applicable, certain matters relating to our evaluation of the City's ability to continue as a going concern for a reasonable period of time but no less than 12 months from the date of the financial statements, including the effects on the financial statements and the adequacy of the related disclosures, and the effects on the auditor's report. No such matters or conditions have come to our attention during our engagement.

### **Independence**

We are not aware of any relationships between Baker Tilly and the City that, in our professional judgment, may reasonably be thought to bear on our independence.

### **Related parties**

We did not have any significant findings or issues arise during the audit in connection with the City's related parties.

### **Other matters**

We applied certain limited procedures to the required supplementary information (RSI) that supplements the basic financial statements. Our procedures consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We did not audit the RSI and do not express an opinion or provide any assurance on the RSI.

With respect to the supplementary information accompanying the financial statements, it is presented for purposes of additional analysis and is not a required part of the basic financial statements. Because the financial statements do not present fairly, in accordance with accounting principles generally accepted in the United States of America, the financial position of the City or the changes in its financial position, it is inappropriate to and we do not express an opinion on the supplementary information.

## Nonattest services

The following nonattest services were provided by Baker Tilly:

- Financial statement preparation
- Preparation of the Schedule of Expenditures of Federal and State Awards
- Adjusting journal entries
- Compiled regulatory reports
- Civic Systems Software

In addition, we prepared GASB No. 34 conversion entries which are summarized in the “Reconciliation of the Balance Sheet of Governmental Funds to the Statement of Net Position” and the “Reconciliation of the Statement of Revenues, Expenditures, and Changes in Fund Balances of Governmental Funds to the Statement of Activities” in the financial statements.

None of these nonattest services constitute an audit under generally accepted auditing standards, including *Government Auditing Standards*.

# Reports to those charged with governance

Visit our resource page for regulatory updates, trending challenges and opportunities in your industry and other timely updates.

Visit the resource page at <https://www.bakertilly.com/insights/audit-committee-resource-page>.

# Management representation letter

June 30, 2023

Baker Tilly US, LLP  
4807 Innovate Lane  
P.O. Box 7398  
Madison, WI 53718

Dear Baker Tilly US, LLP:

We are providing this letter in connection with your audit of the financial statements of the City of Fort Atkinson as of December 31, 2022 and for the year then ended for the purpose of expressing opinions as to whether the primary government financial statements present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Fort Atkinson and the respective changes in financial position and cash flows, where applicable, in conformity with accounting principles generally accepted in the United States of America (GAAP). We confirm that we are responsible for the fair presentation of the previously mentioned financial statements in conformity with accounting principles generally accepted in the United States of America. We are also responsible for adopting sound accounting policies, establishing and maintaining internal control over financial reporting, and preventing and detecting fraud.

Certain representations in this letter are described as being limited to matters that are material. Items are considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in the light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement. An omission or misstatement that is monetarily small in amount could be considered material as a result of qualitative factors.

We confirm, to the best of our knowledge and belief, the following representations made to you during your audit.

#### **Financial Statements**

- 1) We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated August 25, 2022.
- 2) The financial statements referred to above are fairly presented in conformity with accounting principles generally accepted in the United States of America. We have engaged you to advise us in fulfilling that responsibility. The financial statements include all properly classified funds of the primary government required by accounting principles generally accepted in the United States of America to be included in the financial reporting entity.
- 3) We acknowledge our responsibility for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

- 4) We acknowledge our responsibility for the design, implementation, and maintenance of internal control to prevent and detect fraud.
- 5) Significant assumptions we used in making accounting estimates, including those measured at fair value, if any, are reasonable.
- 6) All events subsequent to the date of the financial statements and for which accounting principles generally accepted in the United States of America require adjustment or disclosure have been adjusted or disclosed. No other events, including instances of noncompliance, have occurred subsequent to the financial statement date and through the date of this letter that would require adjustment to or disclosure in the aforementioned financial statements or in the schedule of findings and questioned costs.
- 7) All material transactions have been recorded in the accounting records and are reflected in the financial statements and the schedule of expenditures of federal and state awards.
- 8) There are no known or possible litigation, claims, and assessments whose effects should be considered when preparing the financial statements. There are no unasserted claims or assessments that our lawyer has advised us are probable of assertion and must be disclosed in accordance with accounting principles generally accepted in the United States of America.
- 9) Guarantees, whether written or oral, under which the City is contingently liable, if any, have been properly recorded or disclosed.

**Information Provided**

- 10) We have provided you with:
  - a) Access to all information, of which we are aware, that is relevant to the preparation and fair presentation of the financial statements, such as financial records and related data, documentation, and other matters and all audit or relevant monitoring reports, if any, received from funding sources.
  - b) Additional information that you have requested from us for the purpose of the audit.
  - c) Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
  - d) Minutes of the meetings of City Council or summaries of actions of recent meetings for which minutes have not yet been prepared.
- 11) We have disclosed to you results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
- 12) We have no knowledge of any fraud or suspected fraud that affects the entity and involves:
  - a) Management,
  - b) Employees who have significant roles in internal control, or
  - c) Others where the fraud could have a material effect on the financial statements.
- 13) We have no knowledge of any allegations of fraud or suspected fraud affecting the entity received in communications from employees, former employees, regulators, or others.



- 14) We have no knowledge of known instances of noncompliance or suspected noncompliance with provisions of laws, regulations, contracts, or grant agreements, or abuse, whose effects should be considered when preparing financial statements.
- 15) There are no related parties or related party relationships and transactions, including side agreements, of which we are aware.

**Other**

- 16) There have been no communications from regulatory agencies concerning noncompliance with, or deficiencies in, financial reporting practices.
- 17) We have a process to track the status of audit findings and recommendations.
- 18) We have identified to you any previous financial audits, attestation engagements, and other studies related to the audit objectives and whether related recommendations have been implemented.
- 19) We have provided our views on reported findings, conclusions, and recommendations, as well as our planned corrective actions, for our report.
- 20) The City has no plans or intentions that may materially affect the carrying value or classification of assets, deferred outflows of resources, liabilities, deferred inflows of resources or fund balance or net position.
- 21) We are responsible for compliance with federal, state, and local laws, regulations, and provisions of contracts and grant agreements applicable to us, including tax or debt limits, debt contracts, and IRS arbitrage regulations; and we have identified and disclosed to you all federal, state, and local laws, regulations and provisions of contracts and grant agreements that we believe have a direct and material effect on the determination of financial statement amounts or other financial data significant to the audit objectives, including legal and contractual provisions for reporting specific activities in separate funds.
- 22) There are no:
  - a) Violations or possible violations of budget ordinances, federal, state, and local laws or regulations (including those pertaining to adopting, approving and amending budgets), provisions of contracts and grant agreements, tax or debt limits, and any related debt covenants whose effects should be considered for disclosure in the financial statements or as a basis for recording a loss contingency, or for reporting on noncompliance, except those already disclosed in the financial statement, if any.
  - b) Other liabilities or gain or loss contingencies that are required to be accrued or disclosed by accounting principles generally accepted in the United States of America.
  - c) Nonspendable, restricted, committed, or assigned fund balances that were not properly authorized and approved.
  - d) Rates being charged to customers other than the rates as authorized by the applicable authoritative body.
  - e) Violations of restrictions placed on revenues as a result of bond resolution covenants such as revenue distribution or debt service funding.

23) In regards to the nonattest services performed by you listed below, we acknowledge our responsibility related to these nonattest services and have 1) accepted all management responsibility; 2) designated an individual with suitable skill, knowledge, or experience to oversee the services; 3) evaluated the adequacy and results of the services performed, and 4) accepted responsibility for the results of the services.

a) Financial statement preparation

b) Adjusting journal entries

c) SEFSA preparation

d) Compiled regulatory reports

e) Civic Systems software

None of these nonattest services constitute an audit under generally accepted auditing standards, including *Government Auditing Standards*.

24) The City of Fort Atkinson has satisfactory title to all owned assets, and there are no liens or encumbrances on such assets nor has any asset been pledged as collateral.

25) The City of Fort Atkinson has complied with all aspects of contractual agreements that would have a material effect on the financial statement in the event of noncompliance.

26) The financial statements include all component units as well as joint ventures with an equity interest, and properly disclose all other joint ventures and other related organizations, if any. Component units have been properly presented as either blended or discrete.

27) The financial statements include all fiduciary activities required by GASB No. 84.

28) The financial statements properly classify all funds and activities.

29) All funds that meet the quantitative criteria in GASB Statement No. 34 and No. 37 for presentation as major are identified and presented as such and all other funds that are presented as major are particularly important to financial statement users.

30) Components of net position (net investment in capital assets; restricted; and unrestricted) and components of fund balance (nonspendable, restricted, committed, assigned and unassigned) are properly classified and, if applicable, approved.

31) The City of Fort Atkinson has no derivative financial instruments such as contracts that could be assigned to someone else or net settled, interest rate swaps, collars or caps.

32) Provisions for uncollectible receivables, if any, have been properly identified and recorded.

33) Expenses have been appropriately classified in or allocated to functions and programs in the statement of activities, and allocations have been made on a reasonable basis.

34) Revenues are appropriately classified in the statement of activities within program revenues and general revenues.

- 35) Interfund, internal, and intra-entity activity and balances have been appropriately classified and reported.
- 36) Deposits and investments are properly classified, valued, and disclosed (including risk disclosures, collateralization agreements, valuation methods, and key inputs, as applicable).
- 37) Provision, when material, has been made to reduce excess or obsolete inventories to their estimated net realizable value.
- 38) Capital assets, including infrastructure and intangible assets, are properly capitalized, reported, and, if applicable, depreciated/amortized. Any known impairments have been recorded and disclosed.
- 39) Tax-exempt bonds issued have retained their tax-exempt status.
- 40) We have appropriately disclosed the City of Fort Atkinson's policy regarding whether to first apply restricted or unrestricted resources when an expense is incurred for purposes for which both restricted and unrestricted net position are available and have determined that net position were properly recognized under the policy. We have also disclosed our policy regarding which resources (that is, restricted, committed, assigned or unassigned) are considered to be spent first for expenditures for which more than one resource classification is available.
- 41) We are following our established accounting policy regarding which resources (that is, restricted, committed, assigned or unassigned) are considered to be spent first for expenditures for which more than one resource classification is available. That policy determines the fund balance classifications for financial reporting purposes.
- 42) We acknowledge our responsibility for the required supplementary information (RSI). The RSI is measured and presented within prescribed guidelines and the methods of measurement and presentation have not changed from those used in the prior period. We have disclosed to you any significant assumptions and interpretations underlying the measurement and presentation of the RSI.
- 43) With respect to the supplementary information, (SI):
  - a) We acknowledge our responsibility for presenting the SI in accordance with accounting principles generally accepted in the United States of America, and we believe the SI, including its form and content, is fairly presented in accordance with accounting principles generally accepted in the United States of America. The methods of measurement and presentation of the SI have not changed from those used in the prior period, and we have disclosed to you any significant assumptions or interpretations underlying the measurement and presentation of the supplementary information.
  - b) If the SI is not presented with the audited financial statements, we will make the audited financial statements readily available to the intended users of the supplementary information no later than the date we issue the supplementary information and the auditor's report thereon.
- 44) We assume responsibility for, and agree with, the findings of specialists in evaluating the OPEB liability and have adequately considered the qualifications of the specialists in determining the amounts and disclosures used in the financial statements and underlying accounting records. We did not give or cause any instructions to be given to specialists with respect to the values or amounts derived in an attempt to bias their work, and we are not otherwise aware of any matters that have had impact on the independence or objectivity of the specialists.

- 45) We assume responsibility for, and agree with, the information provided by the Wisconsin Retirement System as audited by the Legislative Audit Bureau relating to the net pension asset/liability and related deferred outflows and deferred inflows and have adequately considered the reasonableness of the amounts and disclosures used in the financial statements and underlying accounting records. We also assume responsibility for the census data that has been reported to the plan.
- 46) We have implemented GASB Statement No. 87, *Leases*, and believe that all required disclosures and accounting considerations have been identified and properly classified in the financial statements in compliance with the Standard.
- 47) We have reviewed our long-term debt agreements and believe that all terms related to significant events of default with finance-related consequences, termination events with finance-related consequences and subjective acceleration clauses have been properly identified and disclosed.
- 48) We have identified any leases or other contracts that are required to be reported as leases and are in agreement with the key assumptions used in the measurement of any lease related assets, liabilities or deferred inflows of resources.
- 49) We are responsible for the estimation methods and assumptions used in measuring assets and liabilities reported or disclosed at fair value, including information obtained from brokers, pricing services or third parties. Our valuation methodologies have been consistently applied from period to period. The fair value measurements reported or disclosed represent our best estimate of fair value as the measurement date in accordance with the requirements of GASB 72 – *Fair Value Measurement*. In addition our disclosures related to fair value measurements are consistent with the objectives outlined in GASB 72. We have evaluated the fair value information provided to us by brokers, pricing services or other parties that has been used in the financial statements and believe this information to be reliable and consistent with the requirements.
- 50) The auditing standards define an annual report as “a document, or combination of documents, typically prepared on an annual basis by management or those charged with governance in accordance with law, regulation, or custom, the purpose of which is to provide owners (or similar stakeholders) with information on the entity’s operations and the financial results and financial position as set out in the financial statements.” Among other items, an annual report contains, accompanies, or incorporates by reference the financial statements and the auditors’ report thereon. We confirm that we do not prepare and have no plans to prepare an annual report.
- 51) With respect to federal and state award programs:
  - a) We are responsible for understanding and complying with and have complied with the requirements of the Single Audit Act Amendments of 1996, OMB Circular A 133, *Audits of States, Local Governments, and Non-Profit Organizations*, *State Single Audit Guidelines*, including requirements relating to preparation of the schedule of expenditures of federal and state awards (SEFSA).
  - b) We acknowledge our responsibility for preparing and presenting the SEFSA and related disclosures in accordance with the requirements of OMB Circular A-133 §310.b and the State Single Audit Guidelines, and we believe the SEFSA, including its form and content, is fairly presented in accordance with OMB Circular A-133 §310.b and the *State Single Audit Guidelines*. The methods of measurement and presentation of the SEFSA have not changed from those used in the prior period and we have disclosed to you any significant assumptions and interpretations underlying the measurement and presentation of the SEFSA.
  - c) If the SEFSA is not presented with the audited financial statements, we will make the audited financial statements readily available to the intended users of the SEFSA no later than the date we issue the SEFSA and the auditors’ report thereon.

- d) We have identified and disclosed to you all of our government programs and related activities subject to OMB Circular A-133 and the *State Single Audit Guidelines* and included in the SEFSA, expenditures made during the audit period for all awards provided by federal agencies in the form of grants, federal cost reimbursement contracts, loans, loan guarantees, property (including donated surplus property), cooperative agreements, interest subsidies, insurance, food commodities, direct appropriations, and other direct assistance.
- e) We are responsible for understanding and complying with, and have complied with the requirements of laws, regulations, and the provisions of contracts and grant agreements related to each of our federal and state programs and have identified and disclosed to you the requirements of laws, regulations, and the provisions of contracts and grant agreements that are considered to have a direct and material effect on each major federal and state program.
- f) We are responsible for establishing and maintaining, and have established and maintained, effective internal control over compliance for federal and state programs that provide reasonable assurance that we are administering our federal and state awards in compliance with laws, regulations, and the provisions of contracts and grant agreements that could have a material effect on our federal and state programs. We believe the internal control system is adequate and is functioning as intended. Also, no changes have been made in the internal control over compliance or other factors to the date of this letter that might significantly affect internal control, including any corrective action taken with regard to control deficiencies reported in the schedule of findings and questioned costs.
- g) We have made available to you all contracts and grant agreements (including amendments, if any) and any other correspondence with federal or state agencies or pass-through entities relevant to the programs and related activities.
- h) We have received no requests from a federal or state agency to audit one or more specific programs as a major program.
- i) We have complied with the direct and material compliance requirements including when applicable, those set forth in the OMB Compliance Supplement and the *State Single Audit Guidelines*, relating to federal and state awards.
- j) We have disclosed any communications from grantors and pass-through entities concerning possible noncompliance with the direct and material compliance requirements, including communications received from the end of the period covered by the compliance audit to the date of the auditors' report.
- k) Amounts claimed or used for matching were determined in accordance with relevant guidelines in OMB Circular A-87, *Cost Principles for State, Local, and Tribal Governments*, and OMB's *Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments*.
- l) We have disclosed to you our interpretation of compliance requirements that may have varying interpretations.
- m) We have made available to you all documentation related to the compliance with the direct and material compliance requirements, including information related to federal and state program financial reports and claims for advances and reimbursements.
- n) We have disclosed to you the nature of any subsequent events that provide additional evidence about conditions that existed at the end of the reporting period affecting noncompliance during the reporting period.

- o) We are not aware of any instances of noncompliance with direct and material compliance requirements that occurred subsequent to the period covered by the auditors' report.
- p) No changes have been made in internal control over compliance or other factors that might significantly affect internal control, including any corrective action we have taken regarding significant deficiencies or material weaknesses in internal control over compliance, subsequent to the date as of which compliance was audited.
- q) Federal and state program financial reports and claims for advances and reimbursements are supported by the books and records from which the financial statements have been prepared.
- r) The copies of federal and state program financial reports provided you are true copies of the reports submitted, or electronically transmitted, to the respective federal and state agency or pass-through entity, as applicable.
- s) We have charged costs to federal and state awards in accordance with applicable cost principles.
- t) We are responsible for and have accurately prepared the summary schedule of prior audit findings to include all findings required to be included by OMB Circular A-133 and the *State Single Audit Guidelines* and we have provided you with all information on the status of the follow-up on prior audit findings by federal and state awarding agencies and pass-through entities, including all management decisions.
- u) We are responsible for and have ensured the reporting package does not contain protected personally identifiable information.
- v) We are responsible for and have accurately prepared the auditee section of the Data Collection Form as required by OMB Circular A-133.
- w) We are responsible for preparing and implementing a corrective action plan for each audit finding.

Sincerely,

City of Fort Atkinson

Signed: \_\_\_\_\_

Signed: \_\_\_\_\_

Signed: \_\_\_\_\_

## Client service team



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# Accounting changes relevant to the City of Fort Atkinson

## Future accounting standards update

GASB Statement Number	Description	Potentially Impacts you	Effective Date
94	Public-Private and Public-Public Partnerships and Availability Payment Arrangements	✓	12/31/23
96	Subscription-Based Information Technology Arrangements	✓	12/31/23
99	Omnibus 2022	✓	12/31/23
100	Accounting Changes and Error Corrections	✓	12/31/24
101	Compensated Absences	✓	12/31/24

Further information on upcoming [GASB pronouncements](#).

## Determining if GASB 94 applies for your organization

GASB 94, *Public-Private and Public-Public Partnerships and Availability Payment Arrangements* provides guidance related to public-private and public-public partnerships (PPP) and availability payment arrangements (APA).

A PPP is an arrangement in which an entity contracts with an operator to provide public services by conveying control of the right to operate or use infrastructure or other capital asset. A common example of PPP is a service concession arrangement.

An APA is an arrangement in which an entity compensates an operator for services that may include designing, constructing, financing, maintaining, or operating an asset.

The City should start to identify any contracts that could meet either definition to ensure they are reviewed for applicability and accounted for correctly when the standard is effective. Initial steps include reviewing contracts that didn't meet the definition of a lease under GASB 87 and identifying any other agreements where the organization contracts with or partners with another entity to provide services.

### **Future accounting for subscription-based IT arrangements**

Subscription-based IT arrangements include contracts that convey control of the right to use another party's IT software. It would not include any licensing arrangements that provide a perpetual license, which would still be accounted for as an intangible asset. Subscription-based IT arrangements are becoming more and more popular with IT vendors. This standard mirrors the new lease standard. The City will be able to utilize the systems put into place to implement the lease standard to properly account for these contracts. Common examples of these contracts in the utility industry include:

- Leasing space in the cloud
- GIS systems
- SCADA systems
- Some work order or inventory systems as well as some general ledger or billing systems

The City should work with its IT department and department managers to determine a population listing of contracts that would fall under this standard to determine the potential future impact to financial reporting.

## Material corrected misstatements

Description	Opinion unit	Amount
To adjust reserves related to PSC rate order for accelerated depreciation on water mains	Water utility	\$ 1,896,750
To capitalize utility mains from completed construction not classified	Water and Sewer utilities	\$ 1,627,759
To allocate CDBG grant receivable / revenue	Water, sewer, and stormwater utilities, transportation improvements, all remaining funds	\$ 1,735,184
To adjust deferred revenue related to taxes	General	\$ 1,185,328
To record CY depreciation expense	Stormwater utility	\$ 57,568
To allocate CDBG overhead costs	Transportation Improvements	\$ 56,286
To adjust utility plant	Stormwater utility	\$ 112,874
To reduce restricted cash account	Water utility	\$ 351,250
To record retainage payable	Sewer utility	\$ 343,216
To adjusting opening equity	Water utility	\$ 167,858
To gross up debt premium and issuance costs	General Debt Service	\$ 324,222
To allocate grant-related additions to contributed plant accounts	Water utility	\$ 459,824
To record unavailable revenue for CDBG grant	All Remaining Funds	\$ 634,366
To record utility plant retirements	Water and sewer utilities	\$ 675,792
To record lease receivable and deferred inflow of resources related to GASB No. 87 implementation	General	\$ 400,271

The remaining misstatements that were identified and corrected by management were not material individually or in the aggregate to the financial statements taken as a whole.

## Two-way audit communications

As part of our audit of your financial statements, we are providing communications to you throughout the audit process. Auditing requirements provide for two-way communication and are important in assisting the auditor and you with more information relevant to the audit.

As this past audit is concluded, we use what we have learned to begin the planning process for next year's audit. It is important that you understand the following points about the scope and timing of our next audit:

- a. We address the significant risks of material misstatement, whether due to fraud or error, through our detailed audit procedures.
- b. We will obtain an understanding of the five components of internal control sufficient to assess the risk of material misstatement of the financial statements whether due to error or fraud, and to design the nature, timing and extent of further audit procedures. We will obtain a sufficient understanding by performing risk assessment procedures to evaluate the design of controls relevant to an audit of financial statements and to determine whether they have been implemented. We will use such knowledge to:
  - Identify types of potential misstatements.
  - Consider factors that affect the risks of material misstatement.
  - Design tests of controls, when applicable, and substantive procedures.
- c. We will not express an opinion on the effectiveness of internal control over financial reporting or compliance with laws, regulations and provisions of contracts or grant programs. For audits performed in accordance with *Government Auditing Standards*, our report will include a paragraph that states that the purpose of the report is solely to describe the scope of testing of internal control over financial reporting and compliance and the result of that testing and not to provide an opinion on the effectiveness of internal control over financial reporting or on compliance and that the report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering internal control over financial reporting and compliance. The paragraph will also state that the report is not suitable for any other purpose.
- d. The concept of materiality recognizes that some matters, either individually or in the aggregate, are important for fair presentation of financial statements in conformity with generally accepted accounting principles while other matters are not important. In performing the audit, we are concerned with matters that, either individually or in the aggregate, could be material to the financial statements. Our responsibility is to plan and perform the audit to obtain reasonable assurance that material misstatements, whether caused by errors or fraud, are detected.

Our audit will be performed in accordance with auditing standards generally accepted in the United States of America and *Government Auditing Standards*, *OMB's Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance) and the *State Single Audit Guidelines*.

We will not express an opinion on the effectiveness of internal control over financial reporting or compliance with laws, regulations, and provisions of contracts or grant programs. For audits done in accordance with *Government Auditing Standards*, the Uniform Guidance, and the *State Single Audit Guidelines*, our report will include a paragraph that states that the purpose of the report is solely to describe (a) the scope of testing of internal control over financial reporting and compliance and the result of that testing and not to provide an opinion on the effectiveness of internal control over financial reporting or on compliance, (b) the scope of testing internal control over compliance for major programs and major program compliance and the result of that testing and to provide an opinion on compliance but not to provide an opinion on the effectiveness of internal control over compliance and, (c) that the report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering internal control over financial reporting and compliance and the Uniform Guidance, and the *State Single Audit Guidelines*, in considering internal control over compliance and major program compliance. The paragraph will also state that the report is not suitable for any other purpose.

We are very interested in your views regarding certain matters. Those matters are listed here:

- a. We typically will communicate with your top level of management unless you tell us otherwise.
- b. We understand that the governing board has the responsibility to oversee the strategic direction of your organization, as well as the overall accountability of the entity. Management has the responsibility for achieving the objectives of the entity.
- c. We need to know your views about your organization's objectives and strategies, and the related business risks that may result in material misstatements.
- d. We anticipate that the City will receive an adverse opinion on its financial statements because of the exclusion of the Fort Atkinson Historical Society.
- e. Which matters do you consider warrant particular attention during the audit, and are there any areas where you request additional procedures to be undertaken?
- f. Have you had any significant communications with regulators or grantor agencies?
- g. Are there other matters that you believe are relevant to the audit of the financial statements?

Also, is there anything that we need to know about the attitudes, awareness and actions of the governing body concerning:

- a. The entity's internal control and its importance in the entity, including how those charged with governance oversee the effectiveness of internal control?
- b. The detection or the possibility of fraud?

We also need to know if you have taken actions in response to developments in financial reporting, laws, accounting standards, governance practices, or other related matters, or in response to previous communications with us.

With regard to the timing of our audit, here is some general information. If necessary, we may do preliminary financial audit work during the months of October-December, and sometimes early in January. Our final financial fieldwork is scheduled during the spring to best coincide with your readiness and report deadlines. After fieldwork, we wrap up our financial audit procedures at our office and may issue drafts of our report for your review. Final copies of our report and other communications are issued after approval by your staff. This is typically 6-12 weeks after final fieldwork, but may vary depending on a number of factors.

Keep in mind that while this communication may assist us with planning the scope and timing of the audit, it does not change the auditor's sole responsibility to determine the overall audit strategy and the audit plan, including the nature, timing and extent of procedures necessary to obtain sufficient appropriate audit evidence.

We realize that you may have questions on what this all means, or wish to provide other feedback. We welcome the opportunity to hear from you.

# **City of Fort Atkinson**

Financial Statements and  
Supplementary Information

December 31, 2022



**City of Fort Atkinson**

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December 31, 2022

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## Independent Auditors' Report

To the City Council of  
City of Fort Atkinson

### **Adverse and Unmodified Opinions**

We have audited the accompanying financial statements of the governmental activities, the business-type activities, the discretely presented component unit, each major fund and the aggregate remaining fund information of the City of Fort Atkinson, Wisconsin, (the City), as of and for the year ended December 31, 2022 and the related notes to the financial statements, which collectively comprise the City's basic financial statements as listed in the table of contents.

#### *Adverse Opinion on Discretely Presented Component Unit*

In our opinion, because of the significance of the matter discussed in the Basis for Adverse and Unmodified Opinions section of our report, the financial statements referred to above do not present fairly the financial position of the discretely presented component unit of the City as of December 31, 2022, or the changes in financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America.

#### *Unmodified Opinions on Governmental Activities, Business-Type Activities, Each Major Fund and the Aggregate Remaining Fund Information*

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund and the aggregate remaining fund information of the City as of December 31, 2022 and the respective changes in financial position and, where applicable, cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

### **Basis for Adverse and Unmodified Opinions**

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States (*Government Auditing Standards*). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the City and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our adverse and unmodified audit opinions.

#### *Matters Giving Rise to Adverse Opinion on the Discretely Presented Component Unit*

The financial statements do not include financial data for the City's legally separate component unit, the Fort Atkinson Historical Society. Accounting principles generally accepted in the United States of America require the financial data for the component unit to be reported with the financial data of the City's primary government unless the City also issues financial statements for the financial reporting entity that include the financial data for its component unit. The City has not issued such reporting entity financial statements. The effects of not including the City's legally separate component unit on the discretely presented component unit have not been determined.

### **Emphasis of Matter**

As discussed in Note 1, the City adopted the provisions of GASB Statement No. 87, *Leases*, effective January 1, 2022. Our opinions are not modified with respect to this matter.

### **Responsibilities of Management for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America; and for the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the City's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

### **Auditors' Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue an auditors' report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Governmental Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the City's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings and certain internal control-related matters that we identified during the audit.

### **Required Supplementary Information**

Accounting principles generally accepted in the United States of America require that the required supplementary information, as listed in the table of contents be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

### **Supplementary Information**

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City's basic financial statements. The supplementary information as listed in the table of contents is presented for purposes of additional analysis and is not a required part of the basic financial statements. Because of the significance of the matter described above, it is inappropriate to and we do not express an opinion on the supplementary information referred to above.

### **Other Reporting Required by *Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated [REDACTED], 2023 on our consideration of the City's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the City's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the City's internal control over financial reporting and compliance.

Madison, Wisconsin  
[REDACTED], 2023

## CITY OF FORT ATKINSON

### MANAGEMENT'S DISCUSSION AND ANALYSIS – UNAUDITED As of and for the Year Ended December 31, 2022

The management of the City of Fort Atkinson (the City) offers all persons interested in the financial position of the City, this narrative overview and analysis of the City's financial performance during the fiscal year ending December 31, 2022. You are invited to read this narrative in conjunction with the city's financial statements.

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#### FINANCIAL HIGHLIGHTS

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The City's total net position totaled over \$71 million. \$33.1 million was related to governmental activities and \$38.7 million to business-type activities. Events that had major impacts on the City's 2022 financials were:

- > City-wide computer and technology upgrades .gov, and fiber installation- \$ 12,296
- > Municipal Building Facility and Safety Study - \$8,800
- > Police Department Squads - \$94,573
- > Police Department Radios and Defibrillator Upgrades - \$42,167
- > Fire Department Final Renovations - \$83,665
- > Fire Department Radio Upgrades - \$16,170
- > Public Works Facility Study - \$9,000
- > Wastewater Treatment Plant Upgrade Phase I completed - \$1,360,218
- > Wastewater Treatment Plant Upgrade Phase II in progress - \$12,934,438
- > Replacement of Downtown Holiday Lights - \$13,177
- > Public Works Skid Loader - \$34,573
- > Aquatic Center Improvements - \$41,310
- > Transportation Improvements – Street Works - \$963,807
- > Implementation of GASB Statement No. 87, *Leases*

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#### OVERVIEW OF THE FINANCIAL STATEMENTS

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This discussion and analysis is intended to serve as an introduction to the City's basic financial statements. These financial statements consist of two parts: Management's Discussion and Analysis (this section) and the basic financial statements. The basic financial statements include two kinds of statements that present different views of the City:

- > The first two statements are government-wide financial statements that provide both long-term and short-term information about the City's financial status.
- > The remaining statements are fund financial statements that focus on individual parts of city government, reporting the City's operations in more detail than the government-wide statements.

These financial statements also include notes that explain some of the information in the financial statements and provide more detailed data. The statements are followed by a section of the required supplementary information that further explains and supports the information in the financial statements. The remainder of this overview section of management's discussion and analysis explains the structure and contents of each of the statements.

**CITY OF FORT ATKINSON**

**MANAGEMENT'S DISCUSSION AND ANALYSIS – UNAUDITED**  
As of and for the Year Ended December 31, 2022

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**OVERVIEW OF THE FINANCIAL STATEMENTS (cont.)**

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***GOVERNMENT-WIDE STATEMENTS***

The government-wide statements report information about the City as a whole using accounting methods similar to those used by private-sector companies. The statement of net position includes all of the government's assets, deferred outflows of resources, liabilities, and deferred inflows of resources. All of the current year's revenues and expenses are accounted for in the statement of activities regardless of when cash is received or paid.

The two government-wide statements report the City's net position and how they have changed. Net Position – the difference between the City's assets, deferred outflows of resources, liabilities, and deferred inflows of resources – is one way to measure the City's financial health, or position. Over time, increases or decreases in the City's net position are an indicator of whether its financial health is improving or deteriorating. To assess the overall health of the city you need to consider additional non-financial factors such as changes in the City's property tax base and the condition of the City's roads.

The statement of activities presents information showing how the government's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of the cash flows. Thus, revenue and expenses reported in this statement for some items will only result in cash flows in future fiscal periods.

The government-wide financial statements of the City are divided into three categories:

- > Governmental activities – Most of the City's basic services are included here, such as police, fire, public works, park and recreation, library, and general administration. Property taxes and state aid finance most of these activities.
- > Business-type activities – The City charges fees to customers to help it cover the costs of certain services it provides. The City's water, sewer, and stormwater system are included here.
- > Fiduciary activities – Included in these activities are collections of all property taxes in the City for all taxing jurisdictions.

**CITY OF FORT ATKINSON**

**MANAGEMENT'S DISCUSSION AND ANALYSIS – UNAUDITED**  
As of and for the Year Ended December 31, 2022

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**OVERVIEW OF THE FINANCIAL STATEMENTS (cont.)**

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***FUND FINANCIAL STATEMENTS***

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The City, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All of the funds of the City can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

**Governmental Funds** – Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact on the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

Information is presented separately in the governmental fund balance sheet and in the governmental fund statement of revenues, expenditures, and changes in fund balances for the general fund, transportation improvements, general debt service, and Tax Incremental Financing (TIF) District No. 6, which are considered to be major funds. Data from the other governmental funds are combined into a single, aggregated presentation. Individual fund data for each of these non-major governmental funds is provided in the form of combining statements elsewhere in this report.

The City adopts an annual appropriated budget for its general fund and other funds as listed in Note 2. A budgetary comparison statement has been provided for the general fund and transportation improvements fund to demonstrate compliance with this budget.

**Proprietary Funds** – The City maintains three different types of proprietary funds (water, sewer, and stormwater utilities), all of which are enterprise funds. Enterprise funds are used to report the same functions presented as business-type activities in the government-wide financial statements. Proprietary fund financial statements present the same type of information as the government-wide financial statements, only in more detail.

**Fiduciary Funds** – Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support the City's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

The City is the trustee, or fiduciary, for collection of all property taxes within the City for all taxing districts including the School District of Fort Atkinson, Madison Area Technical College and Jefferson County. We exclude these activities from the City's government-wide financial statements because the City cannot use these assets to finance its operation.



## CITY OF FORT ATKINSON

MANAGEMENT'S DISCUSSION AND ANALYSIS – UNAUDITED  
As of and for the Year Ended December 31, 2022**OVERVIEW OF FINANCIAL STATEMENTS (cont.)****FUND FINANCIAL STATEMENTS (cont.)**

Notes to the Financial Statements – The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

Other Information – In addition to the basic financial statements and accompanying notes, required supplementary information presents a detailed budgetary comparison schedule for the general fund and transportation improvements fund to demonstrate compliance with the budget along with additional information about the city's pension and other postemployment benefits. The combining statements referred to earlier in connection with non-major governmental funds are presented immediately following the required supplementary information.

**FINANCIAL ANALYSIS OF THE CITY AS A WHOLE**

An analysis of the City's financial position begins with a review of the Statement of Net Position and the Statement of Activities. These two statements report the City's net position and changes therein. It should be noted that the financial position can also be affected by non-financial factors, including economic conditions, population growth and new regulations.

A summary of the City's Statement of Net Position is presented below in Table 1.

**Table 1**  
**Condensed Statements of Net Position**

	Governmental Activities		Business-Type Activities		Totals	
	2022	2021	2022	2021	2022	2021
Current and other assets	\$ 27,027,569	\$ 21,353,669	\$ 8,637,163	\$ 7,082,712	\$ 35,664,732	\$ 28,436,381
Capital assets	34,164,102	33,402,143	46,171,662	37,530,841	80,335,764	70,932,984
Total Assets	61,191,671	54,755,812	54,808,825	44,613,553	116,000,496	99,369,365
Total deferred outflows of resources	5,475,112	3,603,862	1,101,378	729,054	6,576,490	4,332,916
Long-term liabilities	14,241,494	13,744,318	14,846,951	8,274,189	29,088,445	22,018,507
Other liabilities	2,015,817	1,140,098	1,089,284	745,608	3,105,101	1,885,706
Total Liabilities	16,257,311	14,884,416	15,936,235	9,019,797	32,193,546	23,904,213
Total deferred inflows of resources	17,224,063	13,797,201	1,252,317	911,327	18,476,380	14,708,528
Invested in capital assets, net of related debt	22,678,622	21,378,390	31,857,343	29,744,669	54,535,965	51,123,059
Restricted	5,845,547	5,041,230	1,466,006	1,076,047	7,311,553	6,117,277
Unrestricted	4,661,240	3,258,437	5,398,302	4,590,767	10,059,542	7,849,204
Total Net Position	\$ 33,185,409	\$ 29,678,057	\$ 38,721,651	\$ 35,411,483	\$ 71,907,060	\$ 65,089,540

## CITY OF FORT ATKINSON

MANAGEMENT'S DISCUSSION AND ANALYSIS – UNAUDITED  
As of and for the Year Ended December 31, 2022**FINANCE ANALYSIS OF THE CITY AS A WHOLE (cont.)**

The largest portion of the City's total net position (75%) reflects its investment in capital assets (e.g., land, buildings and improvements, machinery and equipment, and infrastructure), less any debt used to acquire those assets that is still outstanding. The City uses these capital assets to provide services to citizens; consequently, these assets are not available for future spending. Although the City's investment in its capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

An additional portion of the City's net position (10%) represents resources that are subject to external restrictions on how they may be used. The remaining portion of the City's net position represents resources that are unrestricted on how they may be used.

**Table 2**  
**Condensed Statement of Activities**

	Governmental Activities		Business-Type Activities		Totals	
	2022	2021	2022	2021	2022	2021
Revenues:						
Program Revenues						
Charges for services	\$ 1,256,257	\$ 1,096,334	\$ 7,023,753	\$ 5,837,520	\$ 8,280,010	\$ 6,933,854
Operating grants and contributions	1,701,060	1,895,965	-	-	1,701,060	1,895,965
Capital grants and contributions	1,022,142	497,535	1,423,633	656,004	2,445,775	1,153,539
General Revenues						
Property taxes	9,085,628	8,905,817	-	-	9,085,628	8,905,817
Other taxes	295,799	274,448	-	-	295,799	274,448
Intergovernmental	1,526,708	1,312,605	-	-	1,526,708	1,312,605
Public gifts and grants	215,136	282,639	-	-	215,136	282,639
Other	129,119	426,404	34,402	5,309	163,521	431,713
Total Revenues	15,231,849	14,691,747	8,481,788	6,498,833	23,713,637	21,190,580
Expenses:						
General government	1,090,715	1,008,937	-	-	1,090,715	1,008,937
Public safety	4,169,999	3,973,449	-	-	4,169,999	3,973,449
Public works	2,502,078	2,822,143	-	-	2,502,078	2,530,532
Health and human services	34,114	33,209	-	-	34,114	33,209
Culture, education and recreation	2,930,785	2,622,451	-	-	2,930,785	2,622,451
Conservation and development	987,109	724,363	-	-	987,109	1,015,974
Water	-	-	1,418,513	1,427,884	1,418,513	1,427,884
Sewer	-	-	2,821,082	2,555,417	2,821,082	2,555,417
Stormwater	-	-	598,625	474,799	598,625	474,799
Interest and fiscal charges	343,097	383,796	-	-	343,097	383,796
Total Expenses	12,057,897	11,568,348	4,838,220	4,458,100	16,896,117	16,026,448
Income (Loss) Before Transfers	3,173,952	3,123,399	3,642,262	2,040,733	6,817,520	5,164,132
Transfers	333,400	336,744	(333,400)	(336,744)	-	-
Changes in Net Position	3,507,352	3,460,143	3,310,168	1,703,989	6,817,520	5,164,132
Beginning Net Position	29,678,057	26,217,914	35,411,483	33,707,494	65,089,540	59,925,408
Ending Net Position	\$ 33,185,409	\$ 29,678,057	\$ 38,721,651	\$ 35,411,483	\$ 71,907,060	\$ 65,089,540

**CITY OF FORT ATKINSON****MANAGEMENT'S DISCUSSION AND ANALYSIS – UNAUDITED**  
As of and for the Year Ended December 31, 2022

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**FINANCIAL ANALYSIS OF THE CITY AS A WHOLE (cont.)**

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As previously noted, the Statement of Net Position shows the change in financial position or net position. The specific nature or source of these changes then becomes more evident in the Statement of Activities as shown above in Table 2.

***GOVERNMENTAL ACTIVITIES***

Governmental activities increased the City's net position by \$3,507,352 compared to an increase of \$3,460,143 in 2021. The increase is related primarily to grants and donations.

***BUSINESS-TYPE ACTIVITIES***

Business-type activities increased the City's net position by \$3,310,168 compared to an increase of approximately \$1,972,458 in 2021. The current year increase is the result of regular operations.

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**FINANCIAL ANALYSIS OF THE CITY'S FUNDS**

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***GOVERNMENTAL FUNDS***

The focus of the city of Fort Atkinson's governmental funds is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the City's financing requirements. In particular, unassigned fund balance may serve as a useful measure of the government's net resources available for spending at the end of the fiscal year.

At December 31, 2022, the City's governmental funds reported combined fund balances of \$10,809,120. Of this amount, \$1,211,967 constitutes the unassigned fund balance. An additional \$2,902,328 is non-spendable funds related to land held for resale, delinquent items, prepaids and TIF District advances. Restricted funds amount to \$4,513,131 for unspent debt related to capital purchases, library, museum, and grant purposes, or other amounts restricted by state statutes. Committed funds amount to \$547,452 for transportation improvements. The remaining \$1,634,242 is assigned to deposits, loan programs, non-lapsing funds and equipment replacement, utility taxes, the municipal airport and previous industrial land sales.

***GENERAL FUND***

The unassigned fund balance is approximately \$3,513,540. This amount does not include \$2,889,109 of fund balance for prepaid items, land held for resale, advances, and delinquent personal property taxes shown as non-spendable because they are assets on the balance sheet that are not in spendable form.

The City evaluates general fund balance by measuring the unassigned general fund balance as a percentage of the general fund budget. For 2022, unassigned fund balance is \$3,513,540, and the current year general fund expenditure budget is \$8,698,567, resulting in an unassigned fund balance of 40%. The City's goal is to maintain a 15%-30% general fund balance to current year's expenditure budget. The City is above its policy range at year end.

***TRANSPORTATION IMPROVEMENTS***

The transportation improvements special revenue fund has fund balance of \$707,452 at the end of the current year, which is an increase of \$914,580 from the previous year, largely related to grant funding.

**CITY OF FORT ATKINSON**

**MANAGEMENT'S DISCUSSION AND ANALYSIS – UNAUDITED**  
As of and for the Year Ended December 31, 2022

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**FINANCIAL ANALYSIS OF THE CITY'S FUNDS (cont.)**

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***GENERAL DEBT SERVICE***

The general debt service fund had a restricted fund balance of \$4,932 at year end, an increase of \$2,064 from the prior year.

***TIF DISTRICT No. 6***

TIF District No. 6 was created for the express purpose of a new business park. TIF District No. 6 had an increase in fund balance for 2022 of approximately \$80,157 and a year-end fund balance deficit of \$1,551,824. The deficit resulted primarily from land acquisition costs over and above the tax increment. It was anticipated in the project plan that the initial land contract payments would be funded through the general fund until the tax increment was sufficient to cover land acquisition and infrastructure costs. In 2011, the City approved a Project Plan Amendment for TIF District No.6, placing a distressed designation on the District. The designation of TIF District No. 6 as distressed will allow the extension of the maximum life by ten years beyond its original termination date of January 18, 2023. In addition, TIF Districts No. 7 and No. 8 were amended to become "donor" districts to TIF District No. 6 so that allocations can be made from TIF District No. 7 and No. 8 to support TIF District No.6. The projections are for a positive cash flow for TIF District No. 6 in 2027 with the help of the donor districts. At the end of 2010, the infrastructure in Phase 1 was 99% complete and five new businesses have located in the park. No new business has been added to the tax roll since 2010, however one of the businesses has had an expansion since that time.

***PROPRIETARY FUNDS***

The water utility rates are governed by the Public Service Commission of Wisconsin (PSCW). The authorized rate of net operating income as a percentage of average rate base is 4.90%. For 2022, the water utility result of operation was 4.89%.

The sewer utility rates are governed by the Fort Atkinson City Council. Current rates were effective as of January 1, 2021.

The stormwater rates are governed by the Fort Atkinson City Council. The fixed rate remained consistent to the previous year at \$52.50 per year in 2022.

The city of Fort Atkinson's proprietary fund financial statements provide the same type of information found in the government-wide financial statements, but in more detail. Factors concerning the finances of these funds have already been addressed in the discussion of the City's business-type activities.

## CITY OF FORT ATKINSON

MANAGEMENT'S DISCUSSION AND ANALYSIS – UNAUDITED  
As of and for the Year Ended December 31, 2022**CAPITAL ASSETS**

At the end of 2022, the City has invested a total of \$80,335,764 in capital assets. This investment in capital assets includes land, land improvements, buildings, machinery and equipment and infrastructure.

**Table 3**  
**Capital Assets**

	Governmental Activities		Business-Type Activities		Totals	
	2022	2021	2022	2021	2022	2021
Land and other assets not being depreciated	\$ 5,877,315	\$ 5,208,016	\$ 13,298,563	\$ 5,507,497	\$ 19,175,878	\$ 10,715,513
Land improvements	3,404,813	3,404,813	-	-	3,404,813	3,404,813
Buildings	21,222,748	21,222,748	-	-	21,222,748	21,222,748
Machinery and equipment	11,274,151	10,475,419	-	-	11,274,151	10,475,419
Infrastructure	23,330,215	22,504,470	-	-	23,330,215	22,504,470
Utility plant	-	-	66,340,359	64,768,563	66,340,359	64,768,563
<b>Total Capital Assets</b>	<b>65,109,242</b>	<b>62,815,466</b>	<b>79,638,922</b>	<b>70,276,060</b>	<b>144,748,164</b>	<b>133,091,526</b>
Less: Accumulated Depreciation	(30,945,140)	(29,413,323)	(33,467,260)	(32,745,219)	(64,412,400)	(62,158,542)
<b>Net Capital Assets</b>	<b>\$ 34,164,102</b>	<b>\$ 33,402,143</b>	<b>\$ 46,171,662</b>	<b>\$ 37,530,841</b>	<b>\$ 80,335,764</b>	<b>\$ 70,932,984</b>

Major capital asset events during the current fiscal year included the following:

**GOVERNMENTAL ACTIVITIES**

- > Road improvements
- > Squad cars
- > Street rehabilitation and maintenance
- > Computer and technology upgrades
- > Fire station renovation and expansion (partial)
- > Parks improvements
- > Aquatic center improvements
- > Fiber Installation and Technology Upgrades
- > Public Works and Parks Equipment

**BUSINESS-TYPE ACTIVITIES**

- > Water Utility meter replacement
- > Wastewater Treatment Plant Upgrades
- > Stormwater ponds

Additional information on the City's capital assets can be found in Note 3. of this report.

**CITY OF FORT ATKINSON**

**MANAGEMENT'S DISCUSSION AND ANALYSIS – UNAUDITED**  
As of and for the Year Ended December 31, 2022

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**LONG-TERM OBLIGATIONS**

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At December 31, 2022, the City had \$16,608,700 of long-term general obligation bonds and notes outstanding, which is a decrease of \$313,077 from the previous year.

In accordance with Wisconsin Statutes, total general obligation indebtedness of the City may not exceed five% of the equalized value of taxable property within the City's jurisdiction. The debt limit as of December 31, 2022 was \$62,896,825. Total general obligation debt outstanding at year-end was \$16,608,700. Therefore, the City was at 26% of the legal debt limit.

In the current year, the City also issued \$6,704,595 in revenue debt for the Sewer Utility. The outstanding amount of revenue debt as of December 31, 2022 is \$10,749,028. This clean water fund loan will be repaid solely from future sewer utility revenues and relates to the wastewater treatment plant upgrade. The City has not drawn the full amount authorized for this debt issuance through the end of the year. The fully authorized amount is \$14,125,508.

Additional information on the City's long-term obligations can be found in Note 3. of this report.

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**CURRENTLY KNOWN FACTS/ECONOMIC CONDITIONS**

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All currently known facts and economic conditions were considered in preparing the 2023 City budget. None of these conditions are anticipated to significantly change the overall financial position of the City.

The federal government passed the American Rescue Plan Act on March 11, 2021 to respond to the COVID-19 public health emergency and its negative economic impacts. Amounts were appropriated for fiscal year 2021 to units of local government to mitigate the fiscal effects stemming from the public health emergency. The City's estimated award is \$1.2 million, which will be used to combat the negative effects of the public health emergency in the local economy. The City received half of its allocation in 2021 and the remaining 50% of the funds in June 2022. The funds are to cover costs incurred by December 31, 2024.

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**REQUESTS FOR INFORMATION**

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The financial report is designed to provide our citizens, customers, investors and creditors with a general overview of the City's finances. If you have questions about this report or need any additional information, contact Michelle Ebbert, City Finance Director/Clerk/Treasurer.

## City of Fort Atkinson

Statement of Net Position  
December 31, 2022

	<b>Governmental Activities</b>	<b>Business- Type Activities</b>	<b>Total</b>
<b>Assets and Deferred Outflows of Resources</b>			
<b>Assets</b>			
Cash and investments	\$ 10,386,970	\$ 5,785,268	\$ 16,172,238
Receivables:			
Taxes	10,416,568	-	10,416,568
Delinquent personal property taxes	72	-	72
Accounts	309,259	541,322	850,581
Loans	227,837	-	227,837
Due from other governments	1,299,771	1,097,393	2,397,164
Leases	397,087	-	397,087
Internal balances	333,400	(333,400)	-
Inventories	-	50,470	50,470
Land held for resale	818,210	-	818,210
Prepaid items	184,514	2,392	186,906
Restricted assets:			
Cash and investments	-	969,079	969,079
Net pension asset	2,653,881	524,639	3,178,520
Capital assets:			
Land	5,877,315	364,125	6,241,440
Construction in progress	-	12,934,438	12,934,438
Other capital assets, net of depreciation	<u>28,286,787</u>	<u>32,873,099</u>	<u>61,159,886</u>
Total assets	<u>61,191,671</u>	<u>54,808,825</u>	<u>116,000,496</u>
<b>Deferred Outflows of Resources</b>			
Deferred charge on refunding	-	23,737	23,737
Pension related amounts	5,190,477	1,002,400	6,192,877
OPEB related amounts	<u>284,635</u>	<u>75,241</u>	<u>359,876</u>
Total deferred outflows of resources	<u>5,475,112</u>	<u>1,101,378</u>	<u>6,576,490</u>

## City of Fort Atkinson

Statement of Net Position  
December 31, 2022

	Governmental Activities	Business- Type Activities	Total
<b>Liabilities, Deferred inflows of Resources and Net Position</b>			
<b>Liabilities</b>			
Accounts payable	\$ 863,997	\$ 1,012,228	\$ 1,876,225
Accrued liabilities and deposits	149,269	77,056	226,325
Unearned revenues	1,002,551	-	1,002,551
Noncurrent liabilities:			
Due within one year	1,711,126	982,061	2,693,187
Due in more than one year	11,752,068	13,654,103	25,406,171
OPEB liabilities	778,300	210,787	989,087
Total liabilities	<u>16,257,311</u>	<u>15,936,235</u>	<u>32,193,546</u>
<b>Deferred Inflows of Resources</b>			
Unearned revenues	10,777,817	-	10,777,817
Pension related amounts	6,279,732	1,205,314	7,485,046
OPEB related amounts	166,514	47,003	213,517
Total deferred inflows of resources	<u>17,224,063</u>	<u>1,252,317</u>	<u>18,476,380</u>
<b>Net Position</b>			
Net investment in capital assets	22,678,622	31,857,343	54,535,965
Restricted for:			
Library	747,500	-	747,500
Museum	879,711	-	879,711
Tourism	104,179	-	104,179
TIF district purposes	850,128	-	850,128
Grant purposes	610,148	-	610,148
Pension	2,653,881	524,639	3,178,520
Debt service	-	81,211	81,211
Equipment replacement	-	860,156	860,156
Unrestricted	4,661,240	5,398,302	10,059,542
Total net position	<u>\$ 33,185,409</u>	<u>\$ 38,721,651</u>	<u>\$ 71,907,060</u>



## City of Fort Atkinson

## Statement of Activities

Year Ended December 31, 2022

Functions/Programs	Program Revenues				Net (Expenses) Revenues and Changes in Net Position		
	Expenses	Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	Governmental Activities	Business-Type Activities	Total
Governmental activities:							
General government	\$ 1,090,715	\$ 210,862	\$ -	\$ -	\$ (879,853)	\$ -	\$ (879,853)
Public safety	4,169,999	569,229	297,580	-	(3,303,190)	-	(3,303,190)
Public works	2,502,078	199,119	1,113,261	387,776	(801,922)	-	(801,922)
Health and human services	34,114	-	-	-	(34,114)	-	(34,114)
Culture, education and recreation	2,930,785	270,946	285,353	-	(2,374,486)	-	(2,374,486)
Conservation and development	987,109	6,101	4,866	634,366	(341,776)	-	(341,776)
Interest and fiscal charges	343,097	-	-	-	(343,097)	-	(343,097)
Total governmental activities	12,057,897	1,256,257	1,701,060	1,022,142	(8,078,438)	-	(8,078,438)
Business-type activities:							
Water utility	1,418,513	2,984,050	-	459,824	-	2,025,361	2,025,361
Sewer utility	2,821,082	3,484,765	-	877,050	-	1,540,733	1,540,733
Stormwater utility	598,625	554,938	-	86,759	-	43,072	43,072
Total business-type activities	4,838,220	7,023,753	-	1,423,633	-	3,609,166	3,609,166
Total	\$ 16,896,117	\$ 8,280,010	\$ 1,701,060	\$ 2,445,775	(8,078,438)	3,609,166	(4,469,272)
<b>General Revenues</b>							
Taxes:							
Property taxes, levied for general purposes					6,538,350	-	6,538,350
Property taxes, levied for debt service					1,097,562	-	1,097,562
Property taxes, levied for TIF districts					1,449,716	-	1,449,716
Other taxes					295,799	-	295,799
Intergovernmental revenues not restricted to specific programs					1,526,708	-	1,526,708
Public gifts and grants					215,136	-	215,136
Investment income (loss)					(135,954)	34,402	(101,552)
Miscellaneous					265,073	-	265,073
Total general revenues					11,252,390	34,402	11,286,792
<b>Transfers</b>					333,400	(333,400)	-
Change in net position					3,507,352	3,310,168	6,817,520
<b>Net Position, Beginning</b>					29,678,057	35,411,483	65,089,540
<b>Net Position, Ending</b>					\$ 33,185,409	\$ 38,721,651	\$ 71,907,060

See notes to financial statements

## City of Fort Atkinson

Balance Sheet  
Governmental Funds  
December 31, 2022

	General	Transportation Improvements	General Debt Service
<b>Assets</b>			
Cash and investments	\$ 4,442,303	\$ 327,342	\$ 4,392
Receivables:			
Taxes	6,037,660	500,000	1,296,445
Delinquent personal property taxes	72	-	-
Accounts	97,808	-	-
Due from other governments	-	665,405	-
Lease	397,087	-	-
Loans	-	-	-
Due from other funds	333,400	-	-
Land held for resale	818,210	-	-
Prepaid items	171,295	-	-
Advances to other funds	<u>1,899,532</u>	<u>-</u>	<u>-</u>
Total assets	<u>\$ 14,197,367</u>	<u>\$ 1,492,747</u>	<u>\$ 1,300,837</u>
<b>Liabilities, Deferred Inflows of Resources and Fund Balances</b>			
<b>Liabilities</b>			
Accounts payable	\$ 165,242	\$ 7,666	\$ -
Accrued liabilities	8,208	-	-
Unearned revenues	-	-	-
Advances from other funds	<u>-</u>	<u>-</u>	<u>-</u>
Total liabilities	<u>173,450</u>	<u>7,666</u>	<u>-</u>
<b>Deferred Inflows of Resources</b>			
Unearned revenues	6,398,909	500,000	1,296,445
Unavailable revenues	<u>-</u>	<u>277,629</u>	<u>-</u>
Total deferred inflows of resources	<u>6,398,909</u>	<u>777,629</u>	<u>1,296,445</u>
<b>Fund Balances (Deficit)</b>			
Nonspendable	2,889,109	-	-
Restricted	235,000	160,000	4,392
Committed	-	547,452	-
Assigned	987,359	-	-
Unassigned (deficit)	<u>3,513,540</u>	<u>-</u>	<u>-</u>
Total fund balances (deficit)	<u>7,625,008</u>	<u>707,452</u>	<u>4,392</u>
Total liabilities, deferred inflows of resources and fund balances	<u>\$ 14,197,367</u>	<u>\$ 1,492,747</u>	<u>\$ 1,300,837</u>

<b>TIF District No.</b>	<b>Nonmajor</b>	<b>Governmental</b>	
<b>6</b>	<b>Funds</b>	<b>Total</b>	
\$ 275,127	\$ 5,337,806	\$ 10,386,970	
177,774	2,404,689	10,416,568	
-	-	72	
5,364	206,087	309,259	
-	634,366	1,299,771	
-	-	397,087	
-	227,837	227,837	
-	-	333,400	
-	-	818,210	
-	13,219	184,514	
-	-	1,899,532	
<u>\$ 458,265</u>	<u>\$ 8,824,004</u>	<u>\$ 26,273,220</u>	

\$ -	\$ 691,089	\$ 863,997	
-	-	8,208	
-	1,002,551	1,002,551	
<u>1,832,315</u>	<u>67,217</u>	<u>1,899,532</u>	
<u>1,832,315</u>	<u>1,760,857</u>	<u>3,774,288</u>	
177,774	2,404,689	10,777,817	
-	634,366	911,995	
<u>177,774</u>	<u>3,039,055</u>	<u>11,689,812</u>	
-	13,219	2,902,328	
-	4,113,739	4,513,131	
-	-	547,452	
-	646,883	1,634,242	
<u>(1,551,824)</u>	<u>(749,749)</u>	<u>1,211,967</u>	
<u>(1,551,824)</u>	<u>4,024,092</u>	<u>10,809,120</u>	
<u>\$ 458,265</u>	<u>\$ 8,824,004</u>	<u>\$ 26,273,220</u>	

## City of Fort Atkinson

Reconciliation of the Balance Sheet of Governmental Funds  
to the Statement of Net Position  
December 31, 2022

**Total Fund Balances, Governmental Funds** \$ 10,809,120

Amounts reported for governmental activities in the statement of net position are different because:

Capital assets used in governmental funds are not financial resources and therefore are not reported in the funds.

Land	5,877,315
Other capital assets	59,231,927
Less accumulated depreciation	(30,945,140)

Some receivables that are not currently available are reported as unavailable revenues in the fund financial statements but are recognized as revenue when earned in the government-wide statements.

911,995

The net pension asset does not relate to current financial resources and is not reported in the governmental funds.

2,653,881

Deferred outflows of resources related to pensions do not relate to current financial resources and are not reported in the governmental funds.

5,190,477

Deferred inflows of resources related to pensions do not relate to current financial resources and are not reported in the governmental funds.

(6,279,732)

The OPEB liabilities do not relate to current financial resources and are not reported in the governmental funds.

(778,300)

Deferred outflows of resources related to OPEB do not relate to current financial resources and are not reported in the governmental funds.

284,635

Deferred inflows of resources related to OPEB do not relate to current financial resources and are not reported in the governmental funds.

(166,514)

Some liabilities, including long-term debt, are not due and payable in the current period and, therefore, are not reported in the funds.

Bonds and notes payable	(12,914,700)
Compensated absences	(548,494)
Accrued interest	(141,061)

**Net Position of Governmental Activities** \$ 33,185,409

## City of Fort Atkinson

Statement of Revenues, Expenditures and Changes in Fund Balances -  
 Governmental Funds  
 Year Ended December 31, 2022

	General	Transportation Improvements	General Debt Service	TIF District No. 6
<b>Revenues</b>				
Taxes	\$ 5,327,560	\$ 700,445	\$ 1,097,562	\$ 146,888
Intergovernmental	2,117,904	387,776	-	1,720
Licenses and permits	269,050	-	-	-
Fines, forfeitures and penalties	175,645	-	-	-
Public charges for services	448,581	113,166	-	-
Intergovernmental charges for services	241,433	-	-	-
Special assessments	15,492	-	-	-
Investment income (loss)	101,482	-	-	656
Miscellaneous	72,207	-	-	10,727
Total revenues	<u>8,769,354</u>	<u>1,201,387</u>	<u>1,097,562</u>	<u>159,991</u>
<b>Expenditures</b>				
Current:				
General government	870,504	-	-	-
Public safety	3,889,591	-	-	-
Public works	2,344,572	-	-	-
Health and human services	34,114	-	-	-
Culture, recreation and education	1,425,392	-	-	-
Conservation and development	245,841	-	-	6,964
Capital outlay	33,309	963,807	-	171,874
Debt service:				
Principal	-	-	2,838,623	364,000
Interest and fiscal charges	-	-	356,097	19,261
Total expenditures	<u>8,843,323</u>	<u>963,807</u>	<u>3,194,720</u>	<u>562,099</u>
Excess (deficiency) of revenues over expenditures	<u>(73,969)</u>	<u>237,580</u>	<u>(2,097,158)</u>	<u>(402,108)</u>
<b>Other Financing Sources (Uses)</b>				
Debt issued	-	677,000	-	-
Premium on debt issued	-	-	74,222	-
Refunding debt issued	-	-	2,025,000	-
Transfers in	393,335	-	-	482,265
Transfers out	<u>(85,355)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total other financing sources (uses)	<u>307,980</u>	<u>677,000</u>	<u>2,099,222</u>	<u>482,265</u>
Net change in fund balances	234,011	914,580	2,064	80,157
<b>Fund Balances (Deficit), Beginning</b>	<u>7,390,997</u>	<u>(207,128)</u>	<u>2,328</u>	<u>(1,631,981)</u>
<b>Fund Balances (Deficit), Ending</b>	<u>\$ 7,625,008</u>	<u>\$ 707,452</u>	<u>\$ 4,392</u>	<u>\$ (1,551,824)</u>

See notes to financial statements

<b>Nonmajor Governmental Funds</b>	<b>Total</b>
\$ 2,108,972	\$ 9,381,427
879,755	3,387,155
-	269,050
-	175,645
179,816	741,563
3,000	244,433
-	15,492
(238,092)	(135,954)
<u>271,275</u>	<u>354,209</u>
<u>3,204,726</u>	<u>14,433,020</u>
153,636	1,024,140
211,464	4,101,055
-	2,344,572
-	34,114
989,048	2,414,440
199,049	451,854
1,706,511	2,875,501
348,300	3,550,923
<u>42,600</u>	<u>417,958</u>
<u>3,650,608</u>	<u>17,214,557</u>
<u>(445,882)</u>	<u>(2,781,537)</u>
1,348,000	2,025,000
-	74,222
-	2,025,000
273,861	1,149,461
<u>(730,706)</u>	<u>(816,061)</u>
<u>891,155</u>	<u>4,457,622</u>
445,273	1,676,085
<u>3,578,819</u>	<u>9,133,035</u>
<u>\$ 4,024,092</u>	<u>\$ 10,809,120</u>

See notes to financial statements

## City of Fort Atkinson

Reconciliation of the Statement of Revenues, Expenditures,  
and Changes in Fund Balances of Governmental Funds  
to the Statement of Activities  
Year Ended December 31, 2022

**Net Change in Fund Balances, Total Governmental Funds** \$ 1,676,085

Amounts reported for governmental activities in the statement of activities are different because:

Governmental funds report capital outlays as expenditures. However, in the statement of net position the cost of these assets is capitalized and they are depreciated over their estimated useful lives and reported as depreciation expense in the statement of activities.

Capital outlay is reported as an expenditure in the fund financial statements but is capitalized in the government-wide financial statements	2,875,501
Some items reported as capital outlay were not capitalized	(424,096)
Depreciation is reported in the government-wide financial statements	(1,689,446)

Receivables not currently available are reported as revenue when collected or currently available in the fund financial statements but are recognized as revenue when earned in the government-wide financial statements.	798,829
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Debt issued provides current financial resources to governmental funds, but issuing debt increases long-term liabilities in the statement of net position. Repayment of debt principal is an expenditure in the governmental funds, but the repayment reduces long-term liabilities in the statement of net position.	
Debt issued	(4,050,000)
Principal repaid	3,550,923

Some expenses in the statement of activities do not require the use of current financial resources and, therefore, are not reported as expenditures in the governmental funds.	
Compensated absences	145,553
Accrued interest on debt	639
Net pension asset/liability	630,439
Deferred outflows of resources related to pensions	1,765,341
Deferred inflows of resources related to pensions	(1,746,111)
OPEB liabilities	(143,652)
Deferred outflows of resources related to OPEB	112,805
Deferred inflows of resources related to OPEB	11,438

**Change in Net Position of Governmental Activities** \$ 3,514,248

## City of Fort Atkinson

Statement of Net Position  
 Proprietary Funds  
 December 31, 2022

	Business-Type Activities - Enterprise Funds			
	Water Utility	Sewer Utility	Stormwater Utility	Total
<b>Assets</b>				
Current assets:				
Cash and investments	\$ 991,159	\$ 4,304,295	\$ 489,814	\$ 5,785,268
Receivables:				
Customer accounts receivable	350,866	134,774	55,682	541,322
Other	467,542	543,092	86,759	1,097,393
Prepaid items	952	720	720	2,392
Inventories	50,470	-	-	50,470
Restricted assets:				
Redemption account	-	108,923	-	108,923
Total current assets	<u>1,860,989</u>	<u>5,091,804</u>	<u>632,975</u>	<u>7,585,768</u>
Noncurrent assets:				
Restricted assets:				
Replacement account	-	860,156	-	860,156
Net pension asset	204,094	270,187	50,358	524,639
Capital assets:				
Land	69,046	295,079	-	364,125
Construction in progress	-	12,934,438	-	12,934,438
Utility plant	20,184,982	36,426,484	9,728,893	66,340,359
Less accumulated depreciation	<u>(6,448,414)</u>	<u>(22,462,945)</u>	<u>(4,555,901)</u>	<u>(33,467,260)</u>
Total noncurrent assets	<u>14,009,708</u>	<u>28,323,399</u>	<u>5,223,350</u>	<u>47,556,457</u>
Total assets	<u>15,870,697</u>	<u>33,415,203</u>	<u>5,856,325</u>	<u>55,142,225</u>
<b>Deferred Outflows of Resources</b>				
Deferred charge on refunding	14,024	9,713	-	23,737
Pension related amounts	373,324	506,964	122,112	1,002,400
OPEB related amounts	<u>31,232</u>	<u>44,009</u>	<u>-</u>	<u>75,241</u>
Total deferred outflows of resources	<u>418,580</u>	<u>560,686</u>	<u>122,112</u>	<u>1,101,378</u>



## City of Fort Atkinson

Statement of Net Position  
 Proprietary Funds  
 December 31, 2022

	Business-Type Activities - Enterprise Funds			
	Water Utility	Sewer Utility	Stormwater Utility	Total
<b>Liabilities</b>				
Current liabilities:				
Accounts payable	\$ 17,427	\$ 980,968	\$ 13,833	\$ 1,012,228
Accrued interest	28,069	5,358	15,917	49,344
Current portion of general obligation debt	274,000	126,000	56,000	456,000
Due to other funds	333,400	-	-	333,400
Compensated absences	8,276	27,247	-	35,523
Liabilities payable from restricted assets:				
Current portion of revenue debt payable	-	490,538	-	490,538
Accrued interest	-	27,712	-	27,712
Total current liabilities	<u>661,172</u>	<u>1,657,823</u>	<u>85,750</u>	<u>2,404,745</u>
Noncurrent liabilities:				
General obligation bonds payable	1,762,000	372,000	1,104,000	3,238,000
Compensated absences	27,254	66,331	-	93,585
Revenue bonds payable	-	10,258,490	-	10,258,490
Unamortized premium	32,631	8,213	23,184	64,028
OPEB liability	<u>78,800</u>	<u>131,987</u>	<u>-</u>	<u>210,787</u>
Total noncurrent liabilities	<u>1,900,685</u>	<u>10,837,021</u>	<u>1,127,184</u>	<u>13,864,890</u>
Total liabilities	<u>2,561,857</u>	<u>12,494,844</u>	<u>1,212,934</u>	<u>16,269,635</u>
<b>Deferred Inflows of Resources</b>				
Deferred inflows related to pension	423,161	628,948	153,205	1,205,314
OPEB related amounts	<u>20,386</u>	<u>26,617</u>	<u>-</u>	<u>47,003</u>
Total deferred inflows of resources	<u>443,547</u>	<u>655,565</u>	<u>153,205</u>	<u>1,252,317</u>
<b>Net Position</b>				
Net investment in capital assets	11,812,007	16,030,528	4,014,808	31,857,343
Restricted for:				
Pensions	204,094	270,187	50,358	524,639
Equipment replacement	-	860,156	-	860,156
Debt service	-	81,211	-	81,211
Unrestricted	<u>1,267,772</u>	<u>3,583,398</u>	<u>547,132</u>	<u>5,398,302</u>
Total net position	<u>\$ 13,283,873</u>	<u>\$ 20,825,480</u>	<u>\$ 4,612,298</u>	<u>\$ 38,721,651</u>

## City of Fort Atkinson

## Statement of Revenues, Expenses and Changes in Net Position

## Proprietary Funds

Year Ended December 31, 2022

	Business-Type Activities - Enterprise Funds			
	Water Utility	Sewer Utility	Stormwater Utility	Total
<b>Operating Revenues</b>				
Charges for services	\$ 2,984,050	\$ 3,484,765	\$ 554,938	\$ 7,023,753
Total operating revenues	<u>2,984,050</u>	<u>3,484,765</u>	<u>554,938</u>	<u>7,023,753</u>
<b>Operating Expenses</b>				
Operation and maintenance	941,184	1,784,006	350,228	3,075,418
Depreciation	382,973	869,108	211,063	1,463,144
Taxes	<u>21,919</u>	<u>42,860</u>	<u>-</u>	<u>64,779</u>
Total operating expenses	<u>1,346,076</u>	<u>2,695,974</u>	<u>561,291</u>	<u>4,603,341</u>
Operating income (loss)	<u>1,637,974</u>	<u>788,791</u>	<u>(6,353)</u>	<u>2,420,412</u>
<b>Nonoperating Revenues (Expenses)</b>				
Investment income	3,984	29,739	679	34,402
Interest expense	<u>(72,437)</u>	<u>(125,108)</u>	<u>(37,334)</u>	<u>(234,879)</u>
Total nonoperating revenues (expenses)	<u>(68,453)</u>	<u>(95,369)</u>	<u>(36,655)</u>	<u>(200,477)</u>
Income before contributions and transfers	<u>1,569,521</u>	<u>693,422</u>	<u>(43,008)</u>	<u>2,219,935</u>
<b>Contributions and Transfers</b>				
Capital contributions	459,824	877,050	86,759	1,423,633
Transfers out	<u>(333,400)</u>	<u>-</u>	<u>-</u>	<u>(333,400)</u>
Total contributions and transfers	<u>126,424</u>	<u>877,050</u>	<u>86,759</u>	<u>1,090,233</u>
Change in net position	1,695,945	1,570,472	43,751	3,310,168
<b>Net Position, Beginning</b>	<u>11,587,928</u>	<u>19,255,008</u>	<u>4,568,547</u>	<u>35,411,483</u>
<b>Net Position, Ending</b>	<u>\$ 13,283,873</u>	<u>\$ 20,825,480</u>	<u>\$ 4,612,298</u>	<u>\$ 38,721,651</u>

See notes to financial statements

## City of Fort Atkinson

## Statement of Cash Flows

## Proprietary Funds

Year Ended December 31, 2022

	Business-Type Activities - Enterprise Funds			
	Water Utility	Sewer Utility	Stormwater Utility	Total
<b>Cash Flows From Operating Activities</b>				
Received from customers	\$ 2,510,289	\$ 3,378,109	\$ 521,033	\$ 6,409,431
Paid to suppliers for goods and services	(869,813)	(1,294,593)	(110,955)	(2,275,361)
Paid to employees for services	(193,395)	(258,867)	(230,576)	(682,838)
Net cash flows from operating activities	<u>1,447,081</u>	<u>1,824,649</u>	<u>179,502</u>	<u>3,451,232</u>
<b>Cash Flows From Investing Activities</b>				
Investment income	<u>3,984</u>	<u>29,739</u>	<u>679</u>	<u>34,402</u>
Net cash flows from investing activities	<u>3,984</u>	<u>29,739</u>	<u>679</u>	<u>34,402</u>
<b>Cash Flows From Noncapital Financing Activities</b>				
Paid to municipality for tax equivalent	<u>(336,744)</u>	<u>-</u>	<u>-</u>	<u>(336,744)</u>
Net cash flows from noncapital financing activities	<u>(336,744)</u>	<u>-</u>	<u>-</u>	<u>(336,744)</u>
<b>Cash Flows From Capital and Related Financing Activities</b>				
Proceeds from debt issue	250,000	6,704,594	-	6,954,594
Debt retired	(264,000)	(121,000)	(51,000)	(436,000)
Interest paid	(70,398)	(108,280)	(39,207)	(217,885)
Acquisition and construction of capital assets	(1,680,603)	(8,040,908)	(282,087)	(10,003,598)
Capital contributions received	<u>459,824</u>	<u>877,050</u>	<u>86,759</u>	<u>1,423,633</u>
Net cash flows from capital and related financing activities	<u>(1,305,177)</u>	<u>(688,544)</u>	<u>(285,535)</u>	<u>(2,279,256)</u>
Net change in cash and cash equivalents	(190,856)	1,165,844	(105,354)	869,634
<b>Cash and Cash Equivalents, Beginning</b>	<u>1,182,015</u>	<u>4,107,530</u>	<u>595,168</u>	<u>5,884,713</u>
<b>Cash and Cash Equivalents, Ending</b>	<u>\$ 991,159</u>	<u>\$ 5,273,374</u>	<u>\$ 489,814</u>	<u>\$ 6,754,347</u>

See notes to financial statements

## City of Fort Atkinson

## Statement of Cash Flows

## Proprietary Funds

Year Ended December 31, 2022

	Business-Type Activities - Enterprise Funds			
	Water Utility	Sewer Utility	Stormwater Utility	Total
<b>Reconciliation of Operating Income (Loss) to Net Cash Flows From Operating Activities</b>				
Operating income (loss)	\$ 1,637,974	\$ 788,791	\$ (6,353)	\$ 2,420,412
Adjustments to reconcile operating income (loss) to net cash flows from operating activities:				
Depreciation	382,973	869,108	211,063	1,463,144
Depreciation charged to other funds	39,333	-	-	39,333
Changes in assets, deferred outflows/inflows of resources and liabilities:				
Accounts receivable	(44,547)	(22,749)	(33,905)	(101,201)
Other accounts receivable	(463,710)	(82,155)	-	(545,865)
Inventories	791	-	-	791
Prepayments	397	223	(720)	(100)
Accrued compensation	11,118	2,863	-	13,981
Other current liabilities	-	3,802	-	3,802
Accounts payable	(51,509)	286,626	-	235,117
Pension related deferrals and assets/liabilities	(61,427)	(34,476)	9,417	(86,486)
OPEB related deferrals and liabilities	(4,312)	12,616	-	8,304
Net cash flows from operating activities	<u>\$ 1,447,081</u>	<u>\$ 1,824,649</u>	<u>\$ 179,502</u>	<u>\$ 3,451,232</u>
<b>Reconciliation of Cash and Cash Equivalents to the Statement of Net Position, Proprietary Funds</b>				
Cash and investments	\$ 991,159	\$ 4,304,295	\$ 489,814	\$ 5,785,268
Restricted cash and investments:				
Redemption account	-	108,923	-	108,923
Replacement account	-	860,156	-	860,156
Cash and cash equivalents	<u>\$ 991,159</u>	<u>\$ 5,273,374</u>	<u>\$ 489,814</u>	<u>\$ 6,754,347</u>
<b>Noncash Capital and Related Financing Activities</b>				
Amortization of premium/deferred charge on refunding	<u>\$ 280</u>	<u>\$ (281)</u>	<u>\$ 1,449</u>	

See notes to financial statements

**City of Fort Atkinson**

Statement of Fiduciary Net Position  
 Fiduciary Fund  
 December 31, 2022

	<b>Custodial Fund</b>
<b>Assets</b>	
Cash and investments	\$ 8,858,236
Tax roll receivable	<u>9,104,587</u>
Total assets	<u>17,962,823</u>
<b>Liabilities</b>	
Due to other taxing units	<u>17,962,823</u>
Total liabilities	<u>17,962,823</u>
<b>Net Position</b>	
Total net position	<u><u>\$ -</u></u>

**City of Fort Atkinson**

Statement of Changes in Fiduciary Net Position  
 Fiduciary Fund  
 Year Ended December 31, 2022

	<b><u>Custodial Fund</u></b>
<b>Additions</b>	
Property taxes collected for other governments	\$ 11,937,806
Total additions	<u>11,937,806</u>
<b>Deductions</b>	
Property taxes distributed to other governments	<u>11,937,806</u>
Total deductions	<u>11,937,806</u>
Change in fiduciary net position	-
<b>Net Position, Beginning</b>	<u>-</u>
<b>Net Position, Ending</b>	<u><u>\$ -</u></u>

## City of Fort Atkinson

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December 31, 2022

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**City of Fort Atkinson**

Notes to Financial Statements  
December 31, 2022

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**1. Summary of Significant Accounting Policies**

The accounting policies of the City of Fort Atkinson, Wisconsin (the City) conform to accounting principles generally accepted in the United States of America as applicable to governmental units. The accepted standard-setting body for establishing governmental accounting and financial reporting principles is the Governmental Accounting Standards Board (GASB).

**Reporting Entity**

This report includes all of the funds of the City. The reporting entity for the City consists of the primary government and its component unit. Component units are legally separate organizations for which the primary government is financially accountable or other organizations for which the nature and significance of their relationship with the primary government are such that their exclusion would cause the reporting entity's financial statements to be misleading. The primary government is financially accountable if (1) it appoints a voting majority of the organization's governing body and it is able to impose its will on that organization, (2) it appoints a voting majority of the organization's governing body and there is a potential for the organization to provide specific financial benefits to, or impose specific financial burdens on, the primary government, (3) the organization is fiscally dependent on and there is a potential for the organization to provide specific financial benefits to, or impose specific financial burdens on, the primary government. Certain legally separate, tax exempt organizations should also be reported as a component unit if all of the following criteria are met: (1) the economic resources received or held by the separate organization are entirely or almost entirely for the direct benefit of the primary government, its component units or its constituents; (2) the primary government or its component units, is entitled to, or has the ability to access, a majority of the economic resources received or held by the separate organization; and (3) the economic resources received or held by an individual organization that the primary government, or its component units, is entitled to, or has the ability to otherwise access, are significant to the primary government.

Component units are reported using one of three methods, discrete presentation, blended or fiduciary. Generally, component units should be discretely presented in a separate column in the financial statements. A component unit should be reported as part of the primary government using the blending method if it meets any one of the following criteria: (1) the primary government and the component unit have substantively the same governing body and a financial benefit or burden relationship exists, (2) the primary government and the component unit have substantively the same governing body and management of the primary government has operational responsibility for the component unit, (3) the component unit serves or benefits, exclusively or almost exclusively, the primary government rather than its citizens or (4) the total debt of the component unit will be paid entirely or almost entirely from resources of the primary government.

**Component Unit Not Presented****Fort Atkinson Historical Society**

The Fort Atkinson Historical Society (Historical Society) is a legally separate organization that qualifies as a component unit of the city. Audited financial statements of the Historical Society are not available for the year ended December 31, 2022.



**Government-Wide and Fund Financial Statements**

In June 2017, the GASB issued Statement No. 87, *Leases*. This Statement requires the recognition of certain lease assets and liabilities for leases that previously were classified as operating leases and recognized as inflows of resources or outflows of resources based on the payment provisions of the contract. The standard establishes a single model for lease accounting based on the foundational principle that leases are financings of the right-to-use an underlying asset. Under the Statement, a lessee is required to recognize a lease liability and an intangible right-to-use lease asset, and a lessor is required to recognize a lease receivable and a deferred inflow of resources, which enhances the relevance and consistency of information about the City's leasing activities. This standard was implemented January 1, 2022.

**Government-Wide Financial Statements**

The statement of net position and statement of activities display information about the reporting government as a whole. They include all funds of the reporting entity except for fiduciary funds. The statements distinguish between governmental and business-type activities. Governmental activities generally are financed through taxes, intergovernmental revenues and other nonexchange revenues. Business-type activities are financed in whole or in part by fees charged to external parties for goods or services.

The statement of activities demonstrates the degree to which the direct expenses of a given function or segment are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. The City does not allocate indirect expenses to functions in the statement of activities. Program revenues include 1) charges to customers or applicants who purchase, use or directly benefit from goods, services or privileges provided by a given function or segment, and 2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment. Taxes and other items not included among program revenues are reported as general revenues. Internally dedicated resources are reported as general revenues rather than as program revenues.

**Fund Financial Statements**

Financial statements of the City are organized into funds, each of which is considered to be a separate accounting entity. Each fund is accounted for by providing a separate set of self-balancing accounts, which constitute its assets, deferred outflows of resources, liabilities, deferred inflows of resources, net position/fund balance, revenues and expenditures/expenses.

Funds are organized as major funds or nonmajor funds within the governmental and proprietary statements. An emphasis is placed on major funds within the governmental and proprietary categories. A fund is considered major if it is the primary operating fund of the City or meets the following criteria:

- a. Total assets/deferred outflows of resources, liabilities/deferred inflows of resources, revenues or expenditures/expenses of that individual governmental or enterprise fund are at least 10% of the corresponding total for all funds of that category or type, and
- b. The same element of the individual governmental or enterprise fund that met the 10% test is at least 5% of the corresponding total for all governmental and enterprise funds combined.

**City of Fort Atkinson**

Notes to Financial Statements  
December 31, 2022

- c. In addition, any other governmental or enterprise fund that the City believes is particularly important to financial statement users may be reported as a major fund.

Separate financial statements are provided for governmental funds, proprietary funds and fiduciary funds, even though the latter are excluded from the government-wide financial statements. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements.

The City reports the following major governmental funds:

**General Fund**

General Fund accounts for the City's primary operating activities. It is used to account for and report all financial resources except those accounted for and reported in another fund.

**Special Revenue Fund**

Transportation Improvements is used to account for and report transportation projects that are legally restricted or committed to supporting expenditures for the program.

**Debt Service Fund**

General Debt Service is used to account for and report financial resources that are restricted, committed or assigned to expenditure for the payment of general long-term debt principal, interest and related costs, other than TIF district or enterprise debt.

**Capital Projects Fund**

Tax Incremental Financing (TIF) District No. 6 is used to account for and report financial resources that are restricted, committed or assigned to expenditures outlined in the TIF project plan.

**Enterprise Funds**

The City reports the following major enterprise funds:

Water Utility accounts for operations of the water system

Sewer Utility accounts for operations of the sewer system

Stormwater Utility accounts for operations of the stormwater system

The City reports the following nonmajor governmental funds:

**Special Revenue Funds**

Special Revenue Funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes (other than debt service or capital projects).

Wisconsin Development Fund  
Library Trust  
Museum Trust  
EMS  
Lodging Room Tax  
Dwight Foster Public Library

Subsidized Taxi Program  
CDBG  
Municipal Airport  
Capital Catalyst Grant  
ARPA

**City of Fort Atkinson**

Notes to Financial Statements  
December 31, 2022

**Capital Projects Funds**

Capital Projects Funds are used to account for and report financial resources that are restricted, committed or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

TIF District No. 7

TIF District No. 9

Capital Improvements Projects

TIF District No. 8

TIF District No. 10

In addition, the City reports the following fund type:

**Custodial Funds**

Custodial Fund is used to account for and report assets controlled by the City and the assets are for the benefit of individuals, private organizations and/or other governmental units.

Tax Collection

**Measurement Focus, Basis of Accounting and Financial Statement Presentation****Government-Wide Financial Statements**

The government-wide statement of net position and statement of activities are reported using the economic resources measurement focus and the accrual basis of accounting. Under the accrual basis of accounting, revenues are recognized when earned and expenses are recorded when the liability is incurred or economic asset used. Revenues, expenses, gains, losses, assets and liabilities resulting from exchange and exchange-like transactions are recognized when the exchange takes place. Property taxes are recognized as revenues in the year for which they are levied. Taxes receivable for the following year are recorded as receivables and deferred inflows. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider are met. Special assessments are recorded as revenue when earned. Unbilled receivables are recorded as revenues when services are provided.

As a general rule, the effect of interfund activity has been eliminated from the government-wide financial statements. Exceptions to this general rule are charges between the City's utilities and various other functions of the government. Elimination of these charges would distort the direct costs and program revenues reported for the various functions concerned.

**Fund Financial Statements**

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recorded when they are both measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures are recorded when the related fund liability is incurred, except for unmatured interest on long-term debt, claims, judgments, compensated absences and pension expenditures, which are recorded as a fund liability when expected to be paid with expendable available financial resources.

Property taxes are recorded in the year levied as receivables and deferred inflows. They are recognized as revenues in the succeeding year when services financed by the levy are being provided.

Intergovernmental aids and grants are recognized as revenues in the period the City is entitled to the resources and the amounts are available. Amounts owed to the City which are not available are recorded as receivables and unavailable revenues. Amounts received before eligibility requirements (excluding time requirements) are met are recorded as liabilities. Amounts received in advance of meeting time requirements are recorded as deferred inflows.

Special assessments are recorded as revenues when they become measurable and available as current assets. Annual installments due in future years are reflected as receivables and unavailable revenues. At December 31, 2022, there were \$665,771 of unrecorded anticipated future assessments which are not recorded as receivables because collection is subject to certain events occurring in the future. No formal repayment schedules have been established.

Revenues susceptible to accrual include property taxes, miscellaneous taxes, public charges for services, special assessments and interest. Other general revenues such as fines and forfeitures, inspection fees, recreation fees and miscellaneous revenues are recognized when received in cash or when measurable and available under the criteria described above.

### **Proprietary and Fiduciary Funds**

Proprietary and fiduciary fund financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as described previously in this note.

The proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the water, sewer and stormwater utilities are charges to customers for sales and services. Special assessments are recorded as receivables and contribution revenue when levied. Operating expenses for proprietary funds include the cost of sales and services, administrative expenses and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

### **All Financial Statements**

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets, deferred outflows of resources, liabilities and deferred inflows of resources and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures/expenses during the reporting period. Actual results could differ from those estimates.

### **Assets, Deferred Outflows of Resources, Liabilities, Deferred Inflows of Resources and Net Position or Equity**

#### **Deposits and Investments**

For purposes of the statement of cash flows, the City considers all highly liquid investments with an initial maturity of three months or less when acquired to be cash equivalents.

Investment of City funds is restricted by Wisconsin state statutes. Available investments are limited to:

- a. Time deposits in any credit union, bank, savings bank or trust company.

**City of Fort Atkinson**

Notes to Financial Statements  
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- b. Bonds or securities of any county, city, drainage district, technical college district, village, town or school district of the state. Also, bonds issued by a local exposition district, a local professional baseball park district, a local professional football stadium district, a local cultural arts district, the University of Wisconsin Hospitals and Clinics Authority or the Wisconsin Aerospace Authority.
- c. Bonds or securities issued or guaranteed by the federal government.
- d. The local government investment pool.
- e. Any security maturing in seven years or less and having the highest or second highest rating category of a nationally recognized rating agency.
- f. Securities of an open-end management investment company or investment trust, subject to various conditions and investment options.
- g. Repurchase agreements with public depositories, with certain conditions.

Investment of most trust funds including cemetery perpetual care funds, is regulated by Chapter 881 of the Wisconsin Statutes. Investment of library trust funds is regulated by Chapter 112. Those sections give broad authority to use such funds to acquire various kinds of investments including stocks, bonds and debentures.

The City has adopted an investment policy. That policy contains the following guidelines related to custodial credit risk: all deposits of city funds in interest bearing time instruments shall be secured by pledged collateral in an amount equal to at least 100% of the total investment less the amount insured by the Federal Deposit Insurance Corporation or the Federal Savings and Loan Insurance Corporation. At December 31, 2022, the City has deposits which do not meet the previous criteria and are uninsured and uncollateralized. See Note 3. The policy addresses credit risk by limiting the types of securities allowable, pre-qualifying financial institutions, broker/dealers, intermediaries and advisors with which the City will do business with and by diversifying the investment portfolio to minimize the impact of potential losses from any one type of security or individual issuer.

Investments are stated at fair value, which is the amount at which an investment could be exchanged in a current transaction between willing parties. Fair values are based on methods and inputs as outlined in Note 3. No investments are reported at amortized cost. Adjustments necessary to record investments at fair value are recorded in the operating statement as increases or decreases in investment income. Investment income on commingled investments of municipal accounting funds is allocated based on average balances. The difference between the bank statement balance and carrying value is due to outstanding checks and/or deposits in transit.

The Wisconsin Local Government Investment Pool (LGIP) is part of the State Investment Fund (SIF) and is managed by the State of Wisconsin Investment Board. The SIF is not registered with the Securities and Exchange Commission, but operates under the statutory authority of Wisconsin Chapter 25. The SIF reports the fair value of its underlying assets annually. Participants in the LGIP have the right to withdraw their funds in total on one day's notice. At December 31, 2022, the fair value of the City's share of the LGIP's assets was substantially equal to the amount as reported in these statements.

See Note 3 for further information.

**Receivables**

Property taxes are levied in December on the assessed value as of the prior January 1. In addition to property taxes for the City, taxes are collected for and remitted to the county government as well as the local school district and technical college district. Taxes for all state and local governmental units billed in the current year for the succeeding year are reflected as receivables and due to other taxing units on the accompanying statement of fiduciary net position.

Property tax calendar, 2022 tax roll:

Lien date and levy date	December 2022
Tax bills mailed	December 2022
Payment in full, or	January 31, 2023
First installment due	January 31, 2023
Second installment due	July 31, 2023
Personal property taxes in full	January 31, 2023
Tax sale, 2022 delinquent real estate taxes	October 2025

Delinquent real estate taxes as of July 31 are paid in full by the County, which assumes the collection thereof. No provision for uncollectible accounts receivable has been made for the water and sewer utilities because they have the right by law to place substantially all delinquent bills on the tax roll and other delinquent bills are generally not significant.

During the course of operations, transactions occur between individual funds that may result in amounts owed between funds. Short-term interfund loans are reported as "due to and from other funds." Long-term interfund loans (noncurrent portion) are reported as "advances from and to other funds." Interfund receivables and payables between funds within governmental activities are eliminated in the statement of net position. Any residual balances outstanding between the governmental activities and business-type activities are reported in the governmental-wide financial statements as internal balances.

In the governmental fund financial statements, advances to other funds are offset equally by a nonspendable fund balance account which indicates that they do not constitute expendable available financial resources and, therefore, are not available for appropriation or by a restricted fund balance account, if the funds will ultimately be restricted when the advance is repaid.

It is the City's policy to record revenue when the initial loan is made from grant funds. The net amount of the loan receivable balance is included in fund balance. Interest received from loan repayments is recognized as revenue when received in cash. Loans in the City's Wisconsin Development Fund have been defederalized. As a result, any unspent loan repayments at year end are presented as assigned fund balance in the fund financial statements.

**Inventories and Prepaid Items**

Governmental fund inventories, if material, are recorded at cost based on the FIFO method using the purchases method of accounting. Proprietary fund inventories are generally used for construction and/or for operation and maintenance work. They are not for resale. They are valued at cost based on FIFO and charged to construction and/or operation and maintenance expense when used.

Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items in both government-wide and fund financial statements. The cost of prepaid items is recorded as expenditures/expenses when consumed rather than when purchased.

**Restricted Assets**

Mandatory segregations of assets are presented as restricted assets. Such segregations are required by bond agreements and other external parties. Current liabilities payable from these restricted assets are so classified. The excess of restricted assets over current liabilities payable from restricted assets will be used first for retirement of related long-term debt. The remainder, if generated from earnings, is shown as restricted net position.

**Capital Assets****Government-Wide Financial Statements**

Capital assets, which include property, plant and equipment, are reported in the government-wide financial statements. Capital assets are defined by the government as assets with an initial cost of more than \$10,000 for general capital assets and \$25,000 for infrastructure assets and an estimated useful life in excess of one year. All capital assets are valued at historical cost or estimated historical cost if actual amounts are unavailable. Donated capital assets are recorded at their estimated acquisition value at the date of donation.

Additions to and replacements of capital assets of business-type activities are recorded at original cost, which includes material, labor and overhead. The cost of renewals and betterments relating to retirement units is added to plant accounts. The cost of property replaced, retired or otherwise disposed of, is deducted from plant accounts and, generally, together with removal costs less salvage, is charged to accumulated depreciation.

Depreciation of all exhaustible capital assets is recorded as an allocated expense in the statement of activities, with accumulated depreciation reflected in the statement of net position. Depreciation is provided over the assets' estimated useful lives using the straight-line method. The range of estimated useful lives by type of asset is as follows:

Buildings	10-40 Years
Land Improvements	10-20 Years
Machinery and Equipment	4-25 Years
Utility Systems	15-85 Years
Infrastructure	50-75 Years

**Fund Financial Statements**

In the fund financial statements, capital assets used in governmental fund operations are accounted for as capital outlay expenditures of the governmental fund upon acquisition. Capital assets used in proprietary fund operations are accounted for the same way as in the government-wide statements.

**Other Assets**

The general fund is reporting assets held for resale in the amount of \$818,210. These assets are valued at the lower of cost or market value and are intended to be used for future development of the City.



**Deferred Outflows of Resources**

A deferred outflow of resources represents a consumption of net position/fund balance that applies to a future period and will not be recognized as an outflow of resources (expense/expenditure) until that future time.

A deferred charge on refunding arises from the advance refunding of debt. The difference between the cost of the securities placed in trust for future payments of the refunded debt and the net carrying value of that debt is deferred and amortized as a component of interest expense over the shorter of the term of the refunding issue or the original term of the refunded debt. The unamortized amount is reported as a deferred outflow of resources in the government-wide and proprietary fund financial statements.

**Compensated Absences**

Under terms of employment, employees are granted sick leave and vacations in varying amounts. Only benefits considered to be vested are disclosed in these statements.

All vested vacation and sick leave pay is accrued when incurred in the government-wide and proprietary fund financial statements. A liability for these amounts is reported in governmental funds only if they have matured, for example, as a result of employee resignations and retirements, and are payable with expendable resources.

The City provides postemployment health insurance benefits for all eligible employees. Eligibility is based on various criteria. The benefits are based on contractual agreements with employee groups, local ordinances or employee benefit policies. Employees may convert a portion of accumulated sick leave to pay for health care premiums. The cost of those premiums is recognized as an expenditure as the premiums are paid. The entire cost is paid by the City. Funding for those costs is provided out of the current operating budget of the City. The contributions are financed on a pay as you go basis. Total expenditures for such premiums during the year were \$93,456. The number of participants eligible to receive benefits as of December 31, 2022 is 8. The total amount outstanding at year end to be paid in the future is \$114,089 and is included in the government-wide statement of net position.

Payments for vacation and sick leave will be made at rates in effect when the benefits are used. Accumulated vacation and sick leave liabilities at December 31, 2022, are determined on the basis of current salary rates and include salary related payments.

**Long-Term Obligations**

All long-term obligations to be repaid from governmental and business-type resources are reported as liabilities in the government-wide statements. The long-term obligations consist primarily of notes and bonds payable and accrued compensated absences.

Long-term obligations for governmental funds are not reported as liabilities in the fund financial statements. The face value of debts (plus any premiums) are reported as other financing sources and payments of principal and interest are reported as expenditures. The accounting in proprietary funds is the same as it is in the government-wide statements.

For the government-wide statements and proprietary fund statements, bond premiums and discounts are amortized over the life of the issue using the straight-line method. The balance at year end is shown as an increase or decrease in the liability section of the statement of net position.



**Leases**

The City is a lessor because it leases capital assets to other entities. As a lessor, the City reports a lease receivable and corresponding deferred inflow of resources in both the fund financial statements and government-wide financial statements. The City continues to report and depreciate the capital assets being leased as capital assets of the primary government.

**Deferred Inflows of Resources**

A deferred inflow of resources represents an acquisition of net position/fund balance that applies to a future period and therefore will not be recognized as an inflow of resources (revenue) until that future time.

**Equity Classifications****Government-Wide Statements**

Equity is classified as net position and displayed in three components:

- a. **Net Investment in Capital Assets** - Consists of capital assets including restricted capital assets, net of accumulated depreciation and reduced by the outstanding balances (excluding unspent debt proceeds) of any bonds, mortgages, notes or other borrowings that are attributable to the acquisition, construction or improvement of those assets.
- b. **Restricted Net Position** - Consists of net position with constraints placed on their use either by 1) external groups such as creditors, grantors, contributors or laws or regulations of other governments or, 2) law through constitutional provisions or enabling legislation.
- c. **Unrestricted Net Position** - All other net positions that do not meet the definitions of "restricted" or "net investment in capital assets."

When both restricted and unrestricted resources are available for use, it is the City's policy to use restricted resources first, then unrestricted resources as they are needed.

**Fund Statements**

Governmental fund balances are displayed as follows:

- a. **Nonspendable** - Includes fund balance amounts that cannot be spent either because they are not in spendable form or because legal or contractual requirements require them to be maintained intact.
- b. **Restricted** - Consists of fund balances with constraints placed on their use either by 1) external groups such as creditors, grantors, contributors or laws or regulations of other governments or 2) law through constitutional provisions or enabling legislation.
- c. **Committed** - Includes fund balance amounts that are constrained for specific purposes that are internally imposed by the government through formal action of the highest level of decision making authority. Fund balance amounts are committed through a formal action (resolution) of the City Council. This formal action must occur prior to the end of the reporting period, but the amount of the commitment, which will be subject to the constraints, may be determined in the subsequent period. Any changes to the constraints imposed require the same formal action of the City Council that originally created the commitment.

**City of Fort Atkinson**

Notes to Financial Statements  
December 31, 2022

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- d. **Assigned** - Includes spendable fund balance amounts that are intended to be used for specific purposes that do not meet the criteria to be classified as restricted or committed. The City Council has, by resolution, adopted a financial policy authorizing the Council to assign amounts for a specific purpose. Assignments may take place after the end of the reporting period.
- e. **Unassigned** - Includes residual positive fund balance within the general fund which has not been classified within the other above mentioned categories. Unassigned fund balance may also include negative balances for any governmental fund if expenditures exceed amounts restricted, committed or assigned for those purposes.

Proprietary fund equity is classified the same as in the government-wide statements.

The City has a formal minimum fund balance policy. That policy is to maintain unassigned general fund balance at a minimum of 15 - 30% of budgeted general fund expenditures. The unassigned general fund balance at year end was \$3,513,540 or 40% of the budgeted general fund expenditures in 2022.

See Note 3 for further information.

**Pension**

For purposes of measuring the net pension liability (asset), deferred outflows of resources and deferred inflows of resources related to pensions and pension expense, information about the fiduciary net position of the Wisconsin Retirement System (WRS) and additions to/deductions from WRS' fiduciary net position have been determined on the same basis as they are reported by WRS. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

**Postemployment Benefits Other Than Pensions (OPEB)**

For purposes of measuring the total OPEB liability, deferred outflows of resources and deferred inflows of resources related to OPEB and OPEB expense, information has been determined on the same basis as reported by the City OPEB Plan. For this purpose, the City OPEB Plan recognizes benefit payments when due and payable in accordance with the benefit terms.

The fiduciary net position of the Local Retiree Life Insurance Fund (LRLIF) has been determined using the flow of economic resources measurement focus and the accrual basis of accounting. This includes for purposes of measuring the net OPEB liability, deferred outflows of resources and deferred inflows of resources related to other post-employment benefits, OPEB expense and information about the fiduciary net position of the LRLIF and additions to/deductions from LRLIFs fiduciary net position have been determined on the same basis as they are reported by LRLIF. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

**City of Fort Atkinson**

Notes to Financial Statements  
December 31, 2022

**Basis for Existing Rates****Water Utility**

Current water rates were approved by the Public Service Commission of Wisconsin and placed into effect by the utility on October 1, 2021.

**Sewer Utility**

Current sewer rates, which include increases for the years 2021 through 2023, were approved by the city council to be effective as of January 1, 2021.

**Stormwater Utility**

Current stormwater rates were approved by the city council to be effective as of January 1, 2021.

**2. Stewardship, Compliance and Accountability****Budgetary Information**

A budget has been adopted for the general fund, transportation improvement, general debt service, TIF District No. 6, TIF District No. 7, TIF District No. 8, EMS, Lodging Room Tax, Dwight Foster Public Library, Subsidized Taxi Program, Municipal Airport, CDBG, Capital Catalyst Grant, ARPA and Capital Improvements Project. A budget has not been formally adopted for Wisconsin Development Fund, Library Trust, Museum Trust, and TIF Districts No. 9 and 10. Wisconsin Statute 65.90 requires that an annual budget be adopted for all funds.

**Excess Expenditures and Other Financing Uses Over Budget**

<b>Funds</b>	<b>Budgeted Expenditures and Other Financing Uses</b>	<b>Actual Expenditures and Other Financing Uses</b>	<b>Excess Expenditures and Other Financing Uses Over Budget</b>
General Debt Service	\$ 1,097,581	\$ 3,194,720	\$ 2,097,139
TIF District No. 6	390,161	562,099	171,938
EMS	30,000	505,082	475,082
Subsidized Taxi Program	-	164,356	164,356
Municipal Airport	96,200	123,391	27,191
TIF District No. 7	456,594	469,019	12,425
Capital Improvements Project	498,904	587,814	88,910
Capital Catalyst Grant	-	1,175	1,175
ARPA	-	248,441	248,441

The City controls expenditures at the department level. Some individual departments experienced expenditures which exceeded appropriations. The detail of those items can be found in the City's year-end budget to actual report.

## City of Fort Atkinson

Notes to Financial Statements  
December 31, 2022

**Deficit Balances**

Generally accepted accounting principles require disclosure of individual funds that have deficit balances at year end.

As of December 31, 2022, the following individual funds held a deficit balance:

<b>Fund</b>	<b>Amount</b>	<b>Reason</b>
EMS	\$ 200,678	Timing difference in funding source
TIF District No. 6	1,551,824	Timing difference in funding source
TIF District No. 9	9,193	Timing difference in funding source
TIF District No. 10	8,750	Timing difference in funding source

TIF district deficits are anticipated to be funded with future incremental taxes levied over the life of the districts, which is 27 years for the districts created before October 1, 1995, and 23 years for districts created thereafter through September 30, 2004. Beginning October 1, 2004, the life of new districts varies by type of district (20-27 years) and may be extended in some cases. TIF District No. 6 has been designated as distressed and can collect increment for an additional 10 years past the original life. The EMS deficit is anticipated to be funded with future user charges.

**Limitations on the City's Tax Levy**

Wisconsin law limits the City's future tax levies. Generally the City is limited to its prior tax levy dollar amount (excluding TIF Districts), increased by the greater of the percentage change in the City's equalized value due to net new construction or zero percent. Changes in debt service from one year to the next are generally exempt from this limit with certain exceptions. The City is required to reduce its allowable levy by the estimated amount of fee revenue it collects for certain services, if those services were funded in 2013 by the property tax levy. Levies can be increased above the allowable limits if the amount is approved by referendum.

**3. Detailed Notes on All Funds****Deposits and Investments**

The City's deposits and investments at year end were comprised of the following:

	<b>Carrying Value</b>	<b>Bank and Investment Balances</b>	<b>Associated Risks</b>
Deposits	\$ 15,196,604	\$ 15,535,468	Custodial credit
Mutual funds, bonds	506,804	506,804	Credit, interest rate
Mutual funds, other	1,052,559	1,052,559	N/A
LGIP	6,286,391	6,286,391	Credit
			Credit, custodial credit, interest rate,
Certificates of deposit (negotiable)	1,957,137	1,958,694	concentration of credit
US Treasuries	999,458	1,003,814	Custodial, interest rate
Petty cash	600	-	N/A
Total deposits and investments	<u>\$ 25,999,553</u>	<u>\$ 26,343,730</u>	

## City of Fort Atkinson

Notes to Financial Statements  
December 31, 2022

## Reconciliation to financial statements

## Per statement of net position:

Unrestricted cash and investments	\$ 16,172,238
Restricted cash and investments	969,079

## Per statement of net position, fiduciary fund:

Custodial fund	<u>8,858,236</u>
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Total deposits and investments	<u>\$ 25,999,553</u>
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Deposits in each local and area bank are insured by the FDIC in the amount of \$250,000 for time and savings accounts (including NOW accounts) and \$250,000 for demand deposit accounts (interest-bearing and noninterest-bearing). In addition, if deposits are held in an institution outside of the state in which the government is located, insured amounts are further limited to a total of \$250,000 for the combined amount of all deposit accounts.

Bank accounts are also insured by the State Deposit Guarantee Fund in the amount of \$400,000. However, due to the nature of this fund, recovery of material principal losses may not be significant to individual municipalities. This coverage has been considered in computing custodial credit risk.

The City maintains collateral agreements with its banks. At December 31, 2022, the banks had pledged various government securities in the amount of \$2,524,408 to secure the City's deposits.

The City categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The hierarchy is based on the valuation inputs used to measure the fair value of the asset. Level 1 inputs are quoted prices in active markets for identical assets; Level 2 inputs are significant other observable inputs; Level 3 inputs are significant unobservable inputs.

The valuation methods for recurring fair value measurements are as follows:

- Market approach, prices or other information from market transactions involving identical assets
- Market approach, prices or other information from market transactions involving similar assets - used for negotiable certificates of deposit

Investment Type	December 31, 2022			
	Level 1	Level 2	Level 3	Total
Mutual funds, bonds	\$ 506,804	\$ -	\$ -	\$ 506,804
Mutual funds, other	1,052,559	-	-	1,052,559
US Treasuries	999,458	-	-	999,458
Certificates of deposit (negotiable)	<u>1,957,137</u>	<u>-</u>	<u>-</u>	<u>1,957,137</u>
Total	<u>\$ 4,515,958</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 4,515,958</u>

## Custodial Credit Risk

## Deposits

Custodial credit risk is the risk that in the event of a financial institution failure, the City's deposits may not be returned to the City.

**City of Fort Atkinson**

Notes to Financial Statements  
December 31, 2022

As of December 31, 2022, \$13,474,442 of the City's total bank balances were exposed to custodial credit risk as follows:

Uninsured and uncollateralized	\$ 13,474,442
Total	<u>\$ 13,474,442</u>

**Credit Risk**

Credit risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligations.

As of December 31, 2022, the City's investments were rated as follows:

<u>Investment Type</u>	<u>Standard &amp; Poors</u>
Mutual funds, bonds	AA-, BBB
Certificates of deposit (negotiable)	Not rated

The City also held investments in the following external pool which is not rated:

Local Government Investment Pool (LGIP)

**Interest Rate Risk**

Interest rate risk is the risk that changes in interest rates will adversely affect the value of an investment.

As of December 31, 2022, the City's investments were as follows:

<u>Investment Type</u>	<u>Fair Value</u>	<u>Maturity (In Years)</u>		
		<u>Less than 1</u>	<u>1-5</u>	<u>Greater Than 5</u>
Mutual funds, bonds	\$ 506,804	\$ -	\$ 249,331	\$ 257,473
US Treasuries	999,458	999,458	-	-
Certificates of deposit	<u>1,957,137</u>	<u>486,457</u>	<u>1,470,680</u>	<u>-</u>
Total	<u>\$ 3,463,399</u>	<u>\$ 1,485,915</u>	<u>\$ 1,720,011</u>	<u>\$ 257,473</u>

See Note 1 for further information on deposit and investment policies.

**Receivables**

Receivables are expected to be collected within one year except for delinquent personal property taxes and leases reported in the general fund and loan balances reported in the nonmajor funds.

Governmental funds report *unavailable* or *unearned revenue* in connection with receivables for revenues that are not considered to be available to liquidate liabilities of the current period. Property taxes levied for the subsequent year are not earned and cannot be used to liquidate liabilities of the current period. Governmental funds also defer revenue recognition in connection with resources that have been received, but not yet earned. At the end of the current fiscal year, the various components of *unavailable revenue* and *unearned revenue* reported in the governmental funds were as follows:

	<u>Unearned</u>	<u>Unavailable</u>
Property taxes receivable for subsequent year	\$ 10,380,730	\$ -
Reimbursement grants not received	-	911,995
Grant funds not spent	1,002,551	-
Lease payments not yet due	<u>397,087</u>	<u>-</u>
Total unearned/unavailable revenue for governmental funds	<u>\$ 11,780,368</u>	<u>\$ 911,995</u>
Unearned revenue included in liabilities	\$ 1,002,551	
Unearned revenue included in deferred inflows	<u>10,777,817</u>	
Total unearned revenue for governmental funds	<u>\$ 11,780,368</u>	

### Restricted Assets

The following represent the balances of the restricted assets:

#### Long-Term Debt Accounts

**Redemption** - Used to segregate resources accumulated for debt service payments over the next twelve months.

#### Equipment Replacement Account

The sewer utility established an equipment replacement account to be used for significant mechanical equipment replacement as required by the Wisconsin Department of Natural Resources.

#### Net Pension Asset

Restricted assets have been reported in connection with the net pension asset balance since this balance must be used to fund employee benefits.

Following is a list of restricted assets at December 31, 2022:

	<u>Restricted Assets</u>	<u>Liabilities Payable from Restricted Assets</u>	<u>Restricted Net Position</u>
Redemption account	\$ 108,923	\$ 27,712	\$ 81,211
Equipment replacement account	969,079	-	969,079
Net pension asset	<u>3,178,520</u>	<u>-</u>	<u>3,178,520</u>
Total	<u>\$ 4,256,522</u>	<u>\$ 27,712</u>	<u>\$ 4,228,810</u>

## City of Fort Atkinson

Notes to Financial Statements  
December 31, 2022

**Capital Assets**

Capital asset activity for the year ended December 31, 2022, was as follows:

	<u>Beginning Balance</u>	<u>Additions</u>	<u>Deletions</u>	<u>Ending Balance</u>
<b>Governmental Activities</b>				
Capital assets not being depreciated:				
Land	\$ 5,208,016	\$ 669,299	\$ -	\$ 5,877,315
Total capital assets not being depreciated	<u>5,208,016</u>	<u>669,299</u>	<u>-</u>	<u>5,877,315</u>
Capital assets being depreciated:				
Land improvements	3,404,813	-	-	3,404,813
Buildings	21,222,748	-	-	21,222,748
Machinery and equipment	10,475,419	798,732	-	11,274,151
Infrastructure	<u>22,504,470</u>	<u>983,374</u>	<u>157,629</u>	<u>23,330,215</u>
Total capital assets being depreciated	<u>57,607,450</u>	<u>1,782,106</u>	<u>157,629</u>	<u>59,231,927</u>
Total capital assets	<u>62,815,466</u>	<u>2,451,405</u>	<u>157,629</u>	<u>65,109,242</u>
Less accumulated depreciation for:				
Land improvements	(1,346,062)	(105,916)	-	(1,451,978)
Buildings	(9,849,013)	(802,277)	-	(10,651,290)
Machinery and equipment	(8,184,600)	(416,329)	-	(8,600,929)
Infrastructure	<u>(10,033,648)</u>	<u>(364,924)</u>	<u>157,629</u>	<u>(10,240,943)</u>
Total accumulated depreciation	<u>(29,413,323)</u>	<u>(1,689,446)</u>	<u>157,629</u>	<u>(30,945,140)</u>
Net capital assets being depreciated	<u>28,194,127</u>	<u>92,660</u>	<u>-</u>	<u>28,286,787</u>
Total governmental activities capital assets, net of accumulated depreciation	<u>\$ 33,402,143</u>	<u>\$ 761,959</u>	<u>\$ -</u>	<u>\$ 34,164,102</u>

Depreciation expense was charged to functions as follows:

<b>Governmental Activities</b>	
General government	\$ 63,611
Public safety	629,828
Public works	504,595
Culture, recreation and education	452,316
Conservation and development	<u>39,096</u>
Total governmental activities depreciation expense	<u>\$ 1,689,446</u>



## City of Fort Atkinson

Notes to Financial Statements  
December 31, 2022

**Business-Type Activities**

	<b>Beginning Balance</b>	<b>Additions</b>	<b>Deletions</b>	<b>Ending Balance</b>
<b>Water</b>				
Capital assets not being depreciated:				
Land and land rights	\$ 69,046	\$ -	\$ -	\$ 69,046
Completed construction not classified	118,275	-	118,275	-
Total capital assets not being depreciated	187,321	-	118,275	69,046
Capital assets being depreciated:				
Source of supply	159,505	-	-	159,505
Pumping	1,208,424	-	-	1,208,424
Treatment	75,288	-	-	75,288
Transmission and distribution	15,520,705	1,832,083	362,107	16,990,681
Administrative and general assets	1,734,706	16,378	-	1,751,084
Total capital assets being depreciated	18,698,628	1,848,461	362,107	20,184,982
Total capital assets	18,885,949	1,848,461	480,382	20,254,028
Less accumulated depreciation for:				
Source of supply	(157,325)	(2,181)	-	(159,506)
Pumping	(788,009)	(27,276)	-	(815,285)
Treatment	(75,288)	-	-	(75,288)
Transmission and distribution	(4,284,281)	(319,490)	362,107	(4,241,664)
Administrative and general assets	(1,083,312)	(73,359)	-	(1,156,671)
Total accumulated depreciation	(6,388,215)	(422,306)	362,107	(6,448,414)
Net capital assets being depreciated	12,310,413	1,426,155	-	13,736,568
Net water capital assets	<u>\$ 12,497,734</u>	<u>\$ 1,426,155</u>	<u>\$ 118,275</u>	<u>\$ 13,805,614</u>
	<b>Beginning Balance</b>	<b>Additions</b>	<b>Deletions</b>	<b>Ending Balance</b>
<b>Sewer</b>				
Capital assets not being depreciated:				
Land and land rights	\$ 295,079	\$ -	\$ -	\$ 295,079
Construction in progress	5,110,227	7,824,211	-	12,934,438
Completed construction not classified	1,509,484	-	1,509,484	-
Total capital assets not being depreciated	6,914,790	7,824,211	1,509,484	13,229,517
Capital assets being depreciated:				
Collection system	12,877,866	302,995	54,084	13,126,777
Collection system pumping	596,255	-	-	596,255
Treatment and disposal	19,839,373	1,480,117	307,121	21,012,369
Administrative and general assets	1,670,992	20,091	-	1,691,083
Total capital assets being depreciated	34,984,486	1,803,203	361,205	36,426,484
Total capital assets	41,899,276	9,627,414	1,870,689	49,656,001
Less accumulated depreciation for:				
Sewer plant	(21,955,042)	(870,201)	362,298	(22,462,945)
Total accumulated depreciation	(21,955,042)	(870,201)	362,298	(22,462,945)
Net capital assets being depreciated	13,029,444	933,002	(1,093)	13,963,539
Net sewer capital assets	<u>\$ 19,944,234</u>	<u>\$ 8,757,213</u>	<u>\$ 1,508,391</u>	<u>\$ 27,193,056</u>

## City of Fort Atkinson

Notes to Financial Statements  
December 31, 2022

	<u>Beginning Balance</u>	<u>Additions</u>	<u>Deletions</u>	<u>Ending Balance</u>
<b>Stormwater</b>				
Capital assets not being depreciated:				
Construction in progress	\$ 33,145	\$ -	\$ 33,145	\$ -
Total capital assets not being depreciated	33,145	-	33,145	-
Capital assets being depreciated:				
Stormwater assets	9,457,690	328,327	57,124	9,728,893
Total capital assets being depreciated	9,457,690	328,327	57,124	9,728,893
Total capital assets	9,490,835	328,327	90,269	9,728,893
Less accumulated depreciation for:				
Stormwater assets	(4,401,962)	(211,063)	57,124	(4,555,901)
Total accumulated depreciation	(4,401,962)	(211,063)	57,124	(4,555,901)
Net capital assets being depreciated	5,055,728	117,264	-	5,172,992
Net stormwater capital assets	<u>\$ 5,088,873</u>	<u>\$ 117,264</u>	<u>\$ 33,145</u>	<u>\$ 5,172,992</u>
Business-type capital assets, net of accumulated depreciation	<u>\$ 37,530,841</u>	<u>\$ 10,300,632</u>	<u>\$ 1,659,811</u>	<u>\$ 46,171,662</u>

Depreciation expense was charged to functions as follows:

**Business-Type Activities**

Water	\$ 382,973
Sewer	869,108
Stormwater	<u>211,063</u>
Total business-type activities depreciation expense	<u>\$ 1,463,144</u>

Depreciation expense may be different from business-type activity accumulated depreciation additions because of joint metering, salvage, cost of removal, internal allocations or costs associated with the disposal of assets.

**Interfund Receivables/Payables, Advances and Transfers****Interfund Receivables/Payables**

The following is a schedule of interfund receivables and payables including any overdrafts on pooled cash and investment accounts:

<u>Receivable Fund</u>	<u>Payable Fund</u>	<u>Amount</u>
General fund	Water utility	\$ 333,400
Total, fund financial statements		<u>\$ 333,400</u>

All amounts are due within one year.

All interfund balances resulted from the time lag between the dates that (1) interfund goods and services are provided or reimbursable expenditures occur, (2) transactions are recorded in the accounting system and (3) payments between funds are made.

## City of Fort Atkinson

Notes to Financial Statements  
December 31, 2022

**Advances**

The general fund is advancing funds to TIF District Nos. 6, 9 and 10, and the subsidized taxi program. The amount advanced is determined by the deficiency of revenues over expenditures and other financing sources since the district's inception. No repayment schedules have been established and no interest is being charged.

The following is a schedule of interfund advances:

<u>Receivable Fund</u>	<u>Payable Fund</u>	<u>Amount</u>	<u>Amount Not Due Within One Year</u>
General fund	TIF District No. 6	\$ 1,832,315	\$ 1,832,315
General fund	TIF District No. 9	9,193	9,193
General fund	TIF District No. 10	8,750	8,750
General fund	Subsidized Taxi Program	<u>49,274</u>	<u>49,274</u>
Total, fund financial statements		1,899,532	
Less fund eliminations		<u>(1,899,532)</u>	
Total, interfund advances		<u>\$ -</u>	

**Transfers**

The following is a schedule of interfund transfers:

<u>Fund Transferred To</u>	<u>Fund Transferred From</u>	<u>Amount</u>	<u>Principal Purpose</u>
General fund	Water utility	\$ 333,400	Tax equivalent
TIF District No. 6	TIF District No. 7	208,265	TIF increment sharing
TIF District No. 6	TIF District No. 8	274,000	TIF increment sharing
General Fund	ARPA	59,935	Reimburse for qualified expenses
EMS	ARPA	122,362	Reimburse for qualified expenses
Capital improvements project	ARPA	66,144	Reimburse for qualified expenses
Capital improvements project	General fund	<u>85,355</u>	
Total, fund financial statements		1,149,461	
Less fund eliminations		<u>(816,061)</u>	
Total transfers, government-wide statement of activities		<u>\$ 333,400</u>	

Generally, transfers are used to (1) move revenues from the fund that collects them to the fund that the budget requires to expend them, (2) move receipts restricted to debt service from the funds collecting the receipts to the debt service fund and (3) use unrestricted revenues collected in the general fund to finance various programs accounted for in other funds in accordance with budgetary authorizations.

## City of Fort Atkinson

Notes to Financial Statements  
December 31, 2022

## Long-Term Obligations

Long-term obligations activity for the year ended December 31, 2022, was as follows:

	<u>Beginning Balance</u>	<u>Increases</u>	<u>Decreases</u>	<u>Ending Balance</u>	<u>Amounts Due Within One Year</u>
<b>Governmental Activities</b>					
Bonds and notes payable:					
General obligation debt	\$ 10,364,000	\$ 2,025,000	\$ 992,000	\$ 11,397,000	\$ 1,338,000
General obligation notes from direct borrowings and direct placements	2,051,623	-	533,923	1,517,700	245,100
Note anticipation note	-	2,025,000	2,025,000	-	-
Total bonds and notes payable	<u>12,415,623</u>	<u>4,050,000</u>	<u>3,550,923</u>	<u>12,914,700</u>	<u>1,583,100</u>
Other liabilities:					
Vested compensated absences	<u>694,047</u>	<u>104,903</u>	<u>250,456</u>	<u>548,494</u>	<u>128,026</u>
Total other liabilities	<u>694,047</u>	<u>104,903</u>	<u>250,456</u>	<u>548,494</u>	<u>128,026</u>
Total governmental activities long-term liabilities	<u>\$ 13,109,670</u>	<u>\$ 4,154,903</u>	<u>\$ 3,801,379</u>	<u>\$ 13,463,194</u>	<u>\$ 1,711,126</u>
<b>Business-Type Activities</b>					
Bonds and notes payable:					
General obligation debt	\$ 3,880,000	\$ 250,000	\$ 436,000	\$ 3,694,000	\$ 456,000
Revenue bonds	4,044,433	6,704,595	-	10,749,028	490,538
Note anticipation note	-	250,000	250,000	-	-
(Discounts)/Premiums	<u>76,694</u>	<u>-</u>	<u>12,666</u>	<u>64,028</u>	<u>-</u>
Vested compensated absences	<u>8,001,127</u>	<u>7,204,595</u>	<u>698,666</u>	<u>14,507,056</u>	<u>946,538</u>
Other liabilities:					
Vested compensated absences	<u>111,326</u>	<u>51,362</u>	<u>33,580</u>	<u>129,108</u>	<u>35,523</u>
Total other liabilities	<u>111,326</u>	<u>51,362</u>	<u>33,580</u>	<u>129,108</u>	<u>35,523</u>
Total business-type activities long-term liabilities	<u>\$ 8,112,453</u>	<u>\$ 7,255,957</u>	<u>\$ 732,246</u>	<u>\$ 14,636,164</u>	<u>\$ 982,061</u>

In accordance with Wisconsin Statutes, total general obligation indebtedness of the City may not exceed 5% of the equalized value of taxable property within the City's jurisdiction. The debt limit as of December 31, 2022, was \$62,896,825. Total general obligation debt outstanding at year end was \$16,608,700.

## City of Fort Atkinson

Notes to Financial Statements  
December 31, 2022

**General Obligation Debt**

All general obligation debt payable is backed by the full faith and credit of the City. Debt in the governmental funds will be retired by future property tax levies or tax increments accumulated by the debt service fund. Business-type activities debt is payable by revenues from user fees of those funds or, if the revenues are not sufficient, by future tax levies.

<b>Governmental Activities</b>					
<b>General Obligation Debt</b>	<b>Date of Issue</b>	<b>Final Maturity</b>	<b>Interest Rates</b>	<b>Original Indebtedness</b>	<b>Balance December 31, 2022</b>
G.O. refunding bonds	05/22/12	02/01/23	2.00-3.00%	\$ 5,750,000	\$ 590,000
G.O. refunding bonds	05/26/15	02/01/27	1.50-3.00	990,000	200,000
Promissory note*	11/15/16	03/01/23	1.25	373,000	53,200
Promissory note*	06/27/17	03/01/27	2.08	394,000	197,000
G.O. corporate purpose bonds	06/26/18	02/01/38	3.0-4.0	1,580,000	1,260,000
G.O. refunding bonds	11/18/19	08/01/39	3.0	6,985,000	6,485,000
Promissory note*	12/20/19	09/01/29	2.75	950,000	660,000
G.O. refunding bonds	02/22/21	02/01/35	1.79	894,000	837,000
Promissory note*	08/23/21	05/01/31	1.55	675,000	607,500
G.O. refunding bonds	05/24/22	02/01/42	3.10-5.00	2,025,000	2,025,000
Total governmental activities, general obligation debt					<u>\$ 12,914,700</u>

<b>Business-Type Activities</b>					
<b>General Obligation Debt</b>	<b>Date of Issue</b>	<b>Final Maturity</b>	<b>Interest Rates</b>	<b>Original Indebtedness</b>	<b>Balance December 31, 2022</b>
G.O. refunding bonds	05/22/12	02/01/23	2.00-3.00%	\$ 1,875,000	\$ 175,000
G.O. refunding bonds	05/26/15	02/01/27	1.50-3.00	2,055,000	875,000
G.O. corporate purpose bonds	06/26/18	02/01/38	3.0-4.0	2,635,000	2,225,000
G.O. refunding bonds	02/22/21	02/01/35	1.79	180,000	169,000
G.O. refunding bonds	05/24/22	02/01/42	3.1-5.00	250,000	250,000
Total business-type activities, general obligation debt					<u>\$ 3,694,000</u>

\* Debt issue is a direct borrowing or direct placement

Debt service requirements to maturity are as follows:

<b>Years</b>	<b>Governmental Activities General Obligation Debt</b>		<b>Business-Type Activities General Obligation Debt</b>	
	<b>Principal</b>	<b>Interest</b>	<b>Principal</b>	<b>Interest</b>
2023	\$ 1,338,000	\$ 364,648	\$ 456,000	\$ 109,844
2024	1,009,000	307,994	302,000	96,635
2025	640,000	276,929	312,000	87,206
2026	761,000	250,746	317,000	77,104
2027	817,000	221,470	328,000	66,905
2028-2032	3,626,000	739,981	797,000	252,853
2033-2037	2,251,000	308,578	922,000	120,532
2038-2042	955,000	39,566	260,000	10,410
Total	<u>\$ 11,397,000</u>	<u>\$ 2,509,912</u>	<u>\$ 3,694,000</u>	<u>\$ 821,489</u>

## City of Fort Atkinson

Notes to Financial Statements  
December 31, 2022

<u>Years</u>	<b>Governmental Activities Notes from Direct Borrowings and Direct Placements</b>	
	<u>Principal</u>	<u>Interest</u>
2023	\$ 245,100	\$ 30,062
2024	196,900	25,464
2025	196,900	21,065
2026	201,900	16,629
2027	201,900	12,125
2028-2031	<u>475,000</u>	<u>14,188</u>
Total	<u>\$ 1,517,700</u>	<u>\$ 119,533</u>

The City's outstanding debt from direct borrowings and/or direct placements related to governmental contain event of default and/or termination provisions with possible finance-related consequences. The 2021 promissory notes contain provisions that include a 5% delinquency penalty and interest rate adjustments to 12% until any delinquent balances are paid. All other direct borrowings of the City contain terms that in the event of default, the unpaid balance shall automatically mature and become immediately due and payable.

**Revenue Debt**

Business-type activities revenue bonds are payable only from revenues derived from the operation of the sewer utility.

The sewer utility has pledged future sewer revenues, net of specified operating expenses, to repay revenue bonds issued in 2021. Proceeds from the bonds provided financing for the sewer system upgrades. The bonds are payable solely from sewer revenues and are payable through 2041. Annual principal and interest payments on the bonds are expected to require 39% of net revenues. The total principal and interest remaining to be paid on the bonds is \$12,415,886. Principal and interest paid for the current year and total customer net revenues were \$93,805 and \$1,687,638, respectively.

Revenue debt payable at December 31, 2022, consists of the following:

**Business-Type Activities Revenue Debt**

	<u>Date of Issue</u>	<u>Final Maturity</u>	<u>Interest Rates</u>	<u>Original Indebtedness</u>	<u>Balance December 31, 2022</u>	
<u>Sewer Utility</u>						
2021 Clean Water Fund Loan	07/28/2021	05/01/2041	1.557%	\$ 10,749,028	<u>\$ 10,749,028</u>	(1)
Total business-type activities, revenue debt					<u>\$ 10,749,028</u>	

The City's outstanding revenue debt from direct borrowings and/or direct placements related to business type activities contain event of default and/or termination provisions with possible finance-related consequences. The 2021 Clean Water Fund Loan contains terms that in the event of default, any delinquent amounts may be deducted from any state payments that are due to the municipality.

- (1) - During 2021 the utility was authorized to issue \$14,125,508 of Sewerage system Clean Water Fund revenue bonds. The original amount reported above has been issued as of December 31, 2022. The repayment schedule is for the amount issued.

## City of Fort Atkinson

Notes to Financial Statements  
December 31, 2022

<u>Years</u>	<b>Business-Type Activities Revenue Debt from Direct Borrowings and Direct Placements</b>	
	<u>Principal</u>	<u>Interest</u>
2023	\$ 490,538	\$ 162,999
2024	498,176	155,846
2025	505,933	148,029
2026	513,810	140,091
2027	521,810	132,028
2028-2032	2,733,478	534,745
2033-2037	2,953,010	313,504
2038-2042	<u>2,532,273</u>	<u>79,616</u>
Total	<u>\$ 10,749,028</u>	<u>\$ 1,666,858</u>

**Other Debt Information**

Estimated payments of compensated absences are not included in the debt service requirement schedules. The compensated absences liability attributable to governmental activities will be liquidated primarily by the general fund.

**Current Refunding**

On May 24, 2022, the City issued \$2,275,000 in general obligation bonds with an average coupon rate of 3.66% to refund \$2,275,000 of outstanding note anticipation notes with an average coupon rate of 0.97%. The net proceeds along with existing funds of the City were used to prepay the outstanding debt.

The cash flow requirements on the refunded debt prior to the current refunding was \$2,297,067 from 2022 through 2023. The cash flow requirements on the 2022 refunding bonds are \$2,859,524 from 2022 through 2042. The economic gain or loss on the issuance has not been determined. The City obtained interim financing through the note anticipation note and planned to refinance to allow for repayment over a longer period of time.

**Bond Covenant Disclosures****Insurance**

The utility is exposed to various risks of loss related to torts, theft of, damage to or destruction of assets, errors and omissions, workers compensation and health care of its employees. These risks are covered through the purchase of commercial insurance, with minimal deductibles. Settled claims have not exceeded coverage in any of the last three years. There were no significant reductions in coverage compared to the prior year.

## City of Fort Atkinson

Notes to Financial Statements  
December 31, 2022

**Debt Coverage**

Under terms of the resolutions providing for the issue of revenue bonds, revenues less operating expenses excluding depreciation (defined net earnings) must exceed 1.1 times the highest annual debt service of the bonds. The coverage only includes revenue debt and does not include general obligation or other debt. The coverage requirement was met in 2022 as follows:

Operating revenues	\$ 3,484,765
Investment income	29,739
Less operation and maintenance expenses	<u>(1,826,866)</u>
Net defined earnings	<u>\$ 1,687,638</u>
Minimum required earnings per resolution:	
Highest annual debt service 2021 CWF bonds	\$ 654,022
Coverage factor	<u>1.10</u>
Minimum required earnings	<u>\$ 719,424</u>
Actual Debt Coverage	<u>2.58</u>

**Lease Disclosures****Lessor - Lease Receivables**

<u>Governmental Activities</u>				<b>Receivable Balance December 31, 2022</b>
<u>Lease Receivables Description</u>	<u>Date of Inception</u>	<u>Final Maturity</u>	<u>Interest Rates</u>	
US Cellular, ground lease	11/11/22	10/26/52	2.01%	<u>\$ 397,087</u>
Total governmental activities				<u>\$ 397,087</u>

The City recognized \$584 of lease revenue during the fiscal year.

The City recognized \$2,016 of interest revenue during the fiscal year.

**Regulated Leases**

The City maintains certain regulated leases related to the municipal airport that, in accordance with GASB No. 87, do not recognize a lease receivable or a deferred inflow of resources. Regulated leases are subject to external laws, regulations or legal rulings. Hanger rent revenues for the year of \$10,113 were recognized in the municipal airport fund.



**Net Position/Fund Balances**

Net position reported on the government-wide statement of net position at December 31, 2022, includes the following:

**Governmental Activities**

## Net investment in capital assets:

Land	\$ 5,877,315
Other capital assets, net of accumulated depreciation	28,286,787
Less long-term debt outstanding	(12,914,700)
Plus unspent capital related debt proceeds	110,220
Plus unspent proceeds of capital-related debt included above	<u>1,319,000</u>
Total net investment in capital assets	<u><u>\$ 22,678,622</u></u>

## City of Fort Atkinson

Notes to Financial Statements  
December 31, 2022

## Governmental Funds

Governmental fund balances reported on the fund financial statements at December 31, 2022, include the following:

	General Fund	Transportation Improvements	General Debt Service	TIF District No. 6	Nonmajor Funds	Total
<b>Fund Balances</b>						
<b>Nonspendable:</b>						
Prepaid items	\$ 171,295	\$ -	\$ -	\$ -	\$ 13,219	\$ 184,514
Land held for resale	818,210	-	-	-	-	818,210
Delinquent personal property taxes	72	-	-	-	-	72
Advances to other funds	1,899,532	-	-	-	-	1,899,532
Subtotal	2,889,109	-	-	-	13,219	2,902,328
<b>Restricted for:</b>						
Library purposes	-	-	-	-	745,573	745,573
Museum purposes	-	-	-	-	879,711	879,711
Capital equipment	235,000	-	-	-	-	235,000
Debt service	-	-	4,392	-	-	4,392
TIF purposes	-	-	-	-	850,128	850,128
Tourism	-	-	-	-	104,179	104,179
Grant purposes	-	-	-	-	610,148	610,148
Capital outlay (unspent debt)	-	160,000	-	-	924,000	1,084,000
Subtotal	235,000	160,000	4,392	-	4,113,739	4,513,131
<b>Committed to:</b>						
Transportation improvements	-	547,452	-	-	-	547,452
Subtotal	-	547,452	-	-	-	547,452
<b>Assigned to:</b>						
PILOT from utility	333,400	-	-	-	-	333,400
Deposits	6,400	-	-	-	-	6,400
Land purchases	28,707	-	-	-	-	28,707
Carryovers to 2023	153,141	-	-	-	-	153,141
Fire equipment replacement	166,217	-	-	-	-	166,217
Subsequent year's budget	207,733	-	-	-	-	207,733
Municipal airport	-	-	-	-	56,765	56,765
Loan programs	-	-	-	-	517,265	517,265
Memorial A Larson	29,900	-	-	-	-	29,900
Memorial L Knoepfel	61,861	-	-	-	-	61,861
Capital improvements	-	-	-	-	72,853	72,853
Subtotal	987,359	-	-	-	646,883	1,634,242
<b>Unassigned (deficit):</b>	3,513,540	-	-	(1,551,824)	(749,749)	1,211,967
Total fund balances (deficit)	\$ 7,625,008	\$ 707,452	\$ 4,392	\$ (1,551,824)	\$ 4,024,092	\$ 10,809,120

## City of Fort Atkinson

Notes to Financial Statements  
December 31, 2022

**Business-Type Activities**

Net investment in capital assets:

Land	\$ 364,125
Construction in progress	12,934,438
Other capital assets, net of accumulated depreciation	32,871,793
Less Long-term capital-related debt outstanding	(14,274,028)
Less unamortized debt premium	(64,028)
Add deferred charge on refunding	<u>23,737</u>
Total net investment in capital assets	<u>\$ 31,856,037</u>

**4. Other Information****Employees' Retirement System****Plan Description**

The WRS is a cost-sharing multiple-employer defined benefit pension plan. WRS benefits and other plan provisions are established by Chapter 40 of the Wisconsin Statutes. Benefit terms may only be modified by the legislature. The retirement system is administered by the Wisconsin Department of Employee Trust Funds (ETF). The system provides coverage to all eligible State of Wisconsin, local government and other public employees. All employees, initially employed by a participating WRS employer on or after July 1, 2011, expected to work at least 1,200 hours a year (880 hours for teachers and school district educational support employees) and expected to be employed for at least one year from employee's date of hire are eligible to participate in the WRS.

ETF issues a standalone Annual Comprehensive Financial Report (ACFR), which can be found at <https://etf.wi.gov/about-etf/reports-and-studies/financial-reports-and-statements>.

Additionally, ETF issued a standalone Wisconsin Retirement System Financial Report, which can also be found using the link above.

**Vesting**

For employees beginning participation on or after January 1, 1990, and no longer actively employed on or after April 24, 1998, creditable service in each of five years is required for eligibility for a retirement annuity. Participants employed prior to 1990 and on or after April 24, 1998, and prior to July 1, 2011, are immediately vested. Participants who initially became WRS eligible on or after July 1, 2011, must have five years of creditable service to be vested.

**Benefits Provided**

Employees who retire at or after age 65 (54 for protective occupation employees, 62 for elected officials and executive service retirement participants, if hired on or before 12/31/2016) are entitled to retirement benefit based on a formula factor, their average earnings and creditable service.

Final average earnings is the average of the participant's three highest annual earnings period. Creditable service includes current service and prior service for which a participant received earnings and made contributions as required. Creditable service also includes creditable military service. The retirement benefit will be calculated as a money purchase benefit based on the employee's contributions plus matching employer's contributions, with interest, if that benefit is higher than the formula benefit.

## City of Fort Atkinson

Notes to Financial Statements  
December 31, 2022

Vested participants may retire at age 55 (50 for protective occupations) and receive an actuarially reduced benefit. Participants terminating covered employment prior to eligibility for an annuity may either receive employee-required contributions plus interest as a separation benefit or leave contributions on deposit and defer application until eligible to receive a retirement benefit.

The WRS also provides death and disability benefits for employees.

### Post-Retirement Adjustments

The Employee Trust Funds Board may periodically adjust annuity payments from the retirement system based on annual investment performance in accordance with s. 40.27, Wis. Stat. An increase (or decrease) in annuity payments may result when investment gains (losses), together with other actuarial experience factors, create a surplus (shortfall) in the reserves, as determined by the system's consulting actuary. Annuity increases are not based on cost of living or other similar factors. For Core annuities, decreases may be applied only to previously granted increases. By law, Core annuities cannot be reduced to an amount below the original, guaranteed amount (the floor) set at retirement. The Core and Variable annuity adjustments granted during recent years are as follows:

<u>Year</u>	<u>Core Fund Adjustment %</u>	<u>Variable Fund Adjustment %</u>
2012	(7.0)	(7.0)
2013	(9.6)	9.0
2014	4.7	25.0
2015	2.9	2.0
2016	0.5	(5.0)
2017	2.0	4.0
2018	2.4	17.0
2019	0.0	(10.0)
2020	1.7	21.0
2021	5.1	13.0

### Contributions

Required contributions are determined by an annual actuarial valuation in accordance with Chapter 40 of the Wisconsin Statutes. The employee required contribution is one-half of the actuarially determined contribution rate for General category employees, including Teachers, Executives and Elected Officials. Starting on January 1, 2016, the Executives and Elected Officials category was merged into the General Employee category. Required contributions for protective employees are the same rate as general employees. Employers are required to contribute the remainder of the actuarially determined contribution rate. The employer may not pay the employee required contribution unless provided for by an existing collective bargaining agreement.

During the reporting period, the WRS recognized \$453,073 in contributions from the City.

Contribution rates for the plan year reported as of December 31, 2022 are:

<u>Employee Category</u>	<u>Employee</u>	<u>Employer</u>
General (executives & elected officials)	6.75 %	6.75 %
Protective with Social Security	6.75 %	11.75 %
Protective without Social Security	6.75 %	16.35 %

**Pension Asset, Pension Expense (Revenue), Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions**

At December 31, 2022, the City reported an asset of \$3,178,520 for its proportionate share of the net pension asset. The net pension asset was measured as of December 31, 2021, and the total pension liability used to calculate the net pension asset was determined by an actuarial valuation as of December 31, 2020 rolled forward to December 31, 2021. No material changes in assumptions or benefit terms occurred between the actuarial valuation date and the measurement date. The City's proportion of the net pension asset was based on the City's share of contributions to the pension plan relative to the contributions of all participating employers. At December 31, 2021, the City's proportion was 0.03943484%, which was a decrease of 0.00002288% from its proportion measured as of December 31, 2020.

For the year ended December 31, 2022, the City recognized pension expense (revenue) of \$(283,846).

At December 31, 2022, the City reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	<b>Deferred Outflows of Resources</b>	<b>Deferred Inflows of Resources</b>
Differences between projected and actual experience	\$ 5,134,739	\$ 370,270
Changes in assumptions	593,003	-
Net differences between projected and actual earnings on pension plan investments	-	7,110,615
Changes in proportion and differences between employer contributions and proportionate share of contributions	4,824	4,161
Employer contributions subsequent to the measurement date	<u>460,311</u>	<u>-</u>
Total	<u>\$ 6,192,877</u>	<u>\$ 7,485,046</u>

\$460,311 reported as deferred outflows of resources related to pension resulting from the WRS Employer's contributions subsequent to the measurement date will be recognized as a reduction of the net pension liability (asset) in the year ended December 31, 2023. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pension will be recognized in pension expense as follows:

<b>Years Ending December 31:</b>	<b>Deferred Outflows of Resources and Deferred Inflows of Resources (Net)</b>
2023	\$ (147,419)
2024	(861,227)
2025	(379,512)
2026	(364,322)

**Actuarial Assumptions**

The total pension liability in the December 31, 2021 actuarial valuation was determined using the following actuarial assumptions, applied to all periods included in the measurement:

Actuarial Valuation Date:	December 31, 2020
Measurement Date of Net Pension Liability (Asset):	December 31, 2021
Experience Study:	January 1, 2018 - December 31, 2020 Published November 19, 2021
Actuarial Cost Method:	Entry Age Normal
Asset Valuation Method:	Fair Value
Long-Term Expected Rate of Return:	6.8%
Discount Rate:	6.8%
Salary Increases:	
Wage Inflation	3.0%
Seniority/Merit	0.1% - 5.6%
Mortality:	2020 WRS Experience Mortality Table
Post-Retirement Adjustments*:	1.7%

*\* No post-retirement adjustment is guaranteed. Actual adjustments are based on recognized investment return, actuarial experience and other factors. 1.7% is the assumed annual adjustment based on the investment return assumption and the post-retirement discount rate.*

Actuarial assumptions are based upon an experience study conducted in 2021 that covered a three-year period from January 1, 2018 to December 31, 2020. Based on this experience study, actuarial assumptions used to measure the Total Pension Liability changed from prior year, including the discount rate, long-term expected rate of return, post-retirement adjustment, price inflation, mortality and separation rates. The Total Pension Liability for December 31, 2021 is based upon a roll-forward of the liability calculated from the December 31, 2020 actuarial valuation.

## City of Fort Atkinson

Notes to Financial Statements  
December 31, 2022

**Long-Term Expected Return on Plan Assets**

The long-term expected rate of return on pension plan investments was determined using a building-block method in which best-estimate ranges of expected future real rates of return (expected returns, net of pension plan investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target allocation and best estimates of geometric real rates of return for each major asset class are summarized in the following table:

<b>Asset Allocation Targets and Expected Returns* As of December 31, 2021</b>			
<b>Core Fund Asset Class</b>	<b>Asset Allocation %</b>	<b>Long-Term Expected Nominal Rate of Return %</b>	<b>Long-Term Expected Real Rate of Return %**</b>
Global Equities	52	6.8	4.2
Fixed Income	25	4.3	1.8
Inflation Sensitive	19	2.7	0.2
Real Estate	7	5.6	3
Private Equity/Debt	12	9.7	7
Total Core Fund***	115	6.6	4
<b>Variable Fund Asset</b>			
U.S. Equities	70	6.3	3.7
International Equities	30	7.2	4.6
Total Variable Fund	100	6.8	4.2

\* Asset Allocations are managed within established ranges; target percentages may differ from actual monthly allocations

\*\* New England Pension Consultants Long Term US CPI (Inflation) Forecast: 2.5%

\*\*\* The investment policy used for the Core Fund involves reducing equity exposure by leveraging lower-volatility assets, such as fixed income securities. This results in an asset allocation beyond 100%. Currently, an asset allocation target of 15% policy leverage is used subject to an allowable range of up to 20%.

**Single Discount Rate**

A single discount rate of 6.8% was used to measure the total pension liability, as opposed to a discount rate of 7.0% for the prior year. This single discount rate is based on the expected rate of return on pension plan investments of 6.8% and a municipal bond rate of 1.84% (Source: Fixed-income municipal bonds with 20 years to maturity that include only federally tax-exempt municipal bonds as reported in Fidelity Index's "20-year Municipal GO AA Index" as of December 31, 2021. In describing this index, Fidelity notes that the Municipal Curves are constructed using option-adjusted analytics of a diverse population of over 10,000 tax-exempt securities.). Because of the unique structure of WRS, the 6.8% expected rate of return implies that a dividend of approximately 1.7% will always be paid. For purposes of the single discount rate, it was assumed that the dividend would always be paid. The projection of cash flows used to determine this single discount rate assumed that plan member contributions will be made at the current contribution rate and that employer contributions will be made at rates equal to the difference between actuarially determined contribution rates and the member rate. Based on these assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments (including expected dividends) of current plan members. Therefore, the investment rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

**Sensitivity of the City's Proportionate Share of the Net Pension Liability (Asset) to Changes in the Discount Rate**

The following presents the City's proportionate share of the net pension liability (asset) calculated using the discount rate of 6.80%, as well as what the City's proportionate share of the net pension liability (asset) would be if it were calculated using a discount rate that is 1-percentage-point lower (5.80%) or 1-percentage-point higher (7.80%) than the current rate:

	<b>1% Decrease to Discount Rate (5.8%)</b>	<b>Current Discount Rate (6.8%)</b>	<b>1% Increase to Discount Rate (7.8%)</b>
City's proportionate share of the net pension liability (asset)	<u>\$ 2,255,385</u>	<u>\$ (3,178,520)</u>	<u>\$ (7,089,922)</u>

**Pension Plan Fiduciary Net Position**

Detailed information about the pension plan's fiduciary net position is available in separately issued financial statements available at <https://etf.wi.gov/about-etf/reports-and-studies/financial-reports-and-statements>.

At December 31, 2022, the City reported a payable to the pension plan which represents contractually required contributions outstanding as of the end of the year.

**Risk Management**

The City is exposed to various risks of loss related to torts; theft of, damage to or destruction of assets; errors and omissions; workers compensation; and health care of its employees. All of these risks are covered through the purchase of commercial insurance, with minimal deductibles. Settled claims have not exceeded the commercial coverage in any of the past three years. There were no significant reductions in coverage compared to the prior year.



**Commitments and Contingencies**

Claims and judgments are recorded as liabilities if all the conditions of Governmental Accounting Standards Board pronouncements are met. The liability and expenditure for claims and judgments are only reported in governmental funds if it has matured. Claims and judgments are recorded in the government-wide statements and proprietary funds as expenses when the related liabilities are incurred.

From time to time, the City is party to various pending claims and legal proceedings. Although the outcome of such matters cannot be forecasted with certainty, it is the opinion of management and the City attorney that the likelihood is remote that any such claims or proceedings will have a material adverse effect on the City's financial position or results of operations.

The City has received federal and state grants for specific purposes that are subject to review and audit by the grantor agencies. Such audits could lead to requests for reimbursements to the grantor agency for expenditures disallowed under terms of the grants. Management believes such disallowances, if any, would be immaterial.

The City has active construction projects as of December 31, 2022. Work that has been completed on these projects but not yet paid for (including contract retainages) is reflected as accounts payable and expenditures.

The City has the following encumbrances outstanding at year end expected to be honored upon performance by the vendor:

Sewer	\$ 2,254,588
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**Other Postemployment Benefits****General Information about the OPEB Plan****Plan Description**

The City's defined benefit OPEB plan, Retiree Benefits Plan (RBP), provides OPEB for all permanent full-time general and public safety employees of the City. RBP is a single-employer defined benefit OPEB plan administered by the City. Article 11 of the State Compiled Statutes grants the authority to establish and amend the benefit terms and financing requirements to the City Board. No assets are accumulated in a trust that meets the criteria in paragraph 4 of Statement 75.

**Benefits Provided**

RBP provides healthcare coverage to active employees and retirees at blended premium rates. This results in an other postemployment benefit (OPEB) for the retirees, commonly referred to as an implicit rate subsidy. Retirees participating in the plan contribute 100% of the blended premium. The City, by paying the blended premium for active employees, contributes the difference between the blended premium and the age adjusted premium towards retiree benefits.

## City of Fort Atkinson

Notes to Financial Statements  
December 31, 2022

**Employees Covered by Benefit Terms**

At December 31, 2022, the following employees were covered by the benefit terms:

Inactive plan members or beneficiaries currently receiving benefit payments	22
Active plan members	<u>71</u>
Total	<u><u>93</u></u>

**Total OPEB Liability**

The City's total OPEB liability of \$575,438 was measured as of December 31, 2021, and was determined by an actuarial valuation as of that date.

**Actuarial Assumptions and Other Inputs**

The total OPEB liability in the actuarial valuation was determined using the following actuarial assumptions and other inputs, applied to all periods included in the measurement, unless otherwise specified:

Inflation	2.0%
Salary increases	3.1-7.8%
Healthcare cost trend rates	6.5% decreasing 0.1% per year to an ultimate rate of 5.0%
Healthcare participation rate	100% of blended premium

The discount rate was based on Bond Buyer 20-Bond GO Index.

Mortality rates were based on the Wisconsin 2018 Mortality Table adjusted for future mortality improvements using the MP-2018 fully generated improvement scale (multiplied 60%).

The actuarial assumptions used in the December 31, 2021 valuation were based on the results of an actuarial experience study 2015-17 conducted in 2018 using Wisconsin Retirement System.

**Changes in the Total OPEB Liability**

	<u>Total OPEB Liability</u>
<b>Balances at December 31, 2021</b>	<u>\$ 388,307</u>
Changes for the year:	
Service cost	18,807
Interest	8,628
Differences between expected and actual experience	(3,519)
Changes in assumptions or other inputs	191,745
Benefit payments	<u>(28,530)</u>
Net changes	<u>187,131</u>
<b>Balances at December 31, 2022</b>	<u><u>\$ 575,438</u></u>

**Sensitivity of the Total OPEB Liability to Changes in the Discount Rate**

The following presents the total OPEB liability of the City, as well as what the City's total OPEB liability would be if it were calculated using a discount rate that is 1-percentage-point lower (1.0%) or 1-percentage-point higher (3.0%) than the current discount rate:

	<u>1% Decrease</u>	<u>Discount Rate</u>	<u>1% Increase</u>
Total OPEB liability	\$ <u>605,076</u>	\$ <u>575,438</u>	\$ <u>546,959</u>

**Sensitivity of the Total OPEB Liability to Changes in the Healthcare Cost Trend Rates**

The following presents the total OPEB liability of the City, as well as what the City's total OPEB liability would be if it were calculated using healthcare cost trend rates that are 1-percentage-point lower (5.5% decreasing to 4.0%) or 1-percentage-point higher (7.5% decreasing to 6.0%) than the current healthcare cost trend rates:

	<u>1% Decrease</u>	<u>Healthcare Cost Trend Rates</u>	<u>1% Increase</u>
Total OPEB liability	\$ <u>544,233</u>	\$ <u>575,438</u>	\$ <u>610,295</u>

**OPEB Expense and Deferred Outflows of Resources and Deferred Inflows of Resources Related to OPEB**

For the year ended December 31, 2022, the City recognized OPEB expense of \$2,520. At December 31, 2022, the City reported deferred outflows of resources and deferred inflows of resources related to OPEB from the following sources:

	<u>Deferred Outflows of Resources</u>	<u>Deferred Inflows of Resources</u>
Differences between expected and actual experience	\$ -	\$ 140,889
Changes of assumptions or other inputs	178,374	15,479
Contributions subsequent to the measurement date	<u>38,557</u>	<u>-</u>
Total	\$ <u>216,931</u>	\$ <u>156,368</u>

\$38,557 reported as deferred outflows of resources related to OPEB resulting from contributions subsequent to the measurement date will be recognized as a reduction of the OPEB liability in the year ended December 31, 2023. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to OPEB will be recognized in OPEB expense as follows:

<u>Years Ending December 31:</u>	<u>Amount</u>
2023	\$ (3,811)
2024	(3,811)
2025	(3,811)
2026	(3,811)
2027	(3,811)
Thereafter	41,061

**Local Retiree Life Insurance Fund (LRLIF)****Plan Description**

The LRLIF is a multiple-employer defined benefit OPEB plan. LRLIF benefits and other plan provisions are established by Chapter 40 of the Wisconsin Statutes. The Wisconsin Department of Employee Trust Funds (ETF) and the Group Insurance Board have statutory authority for program administration and oversight. The plan provides post-employment life insurance benefits for all eligible employees.

ETF issues a standalone Annual Comprehensive Financial Report (ACFR), which can be found at <https://etf.wi.gov/about-etf/reports-and-studies/financial-reports-and-statements>.

Additionally, ETF issued a standalone Retiree Life Insurance Financial Report, which can be found at the link above.

**Benefits Provided**

The LRLIF plan provides fully paid up life insurance benefits for post-age 64 retired employees and pre-65 retirees who pay for their coverage.

**Contributions**

The Group Insurance Board approves contribution rates annually, based on recommendations from the insurance carrier. Recommended rates are based on an annual valuation, taking into consideration an estimate of the present value of future benefits and the present value of future contributions. A portion of employer contributions made during a member's working lifetime funds a post-retirement benefit.

Employers are required to pay the following contribution based on employee contributions for active members to provide them with Basic Coverage after age 65. There are no employer contributions required for pre-age 65 annuitant coverage. If a member retires prior to age 65, they must continue paying the member premiums until age 65 in order to be eligible for the benefit after age 65.

Contribution rates for the plan year reported as of December 31, 2022 are:

<b>Coverage Type</b>	<b>Employer Contribution</b>
50% Post Retirement Coverage	40% of member contribution
25% Post Retirement Coverage	20% of member contribution

## City of Fort Atkinson

Notes to Financial Statements  
December 31, 2022

Member contributions are based upon nine age bands through age 69 and an additional eight age bands for those age 70 and over. Participating members must pay monthly contribution rates per \$1,000 of coverage until the age of 65 (age 70 if active). The member contribution rates in effect for the plan year are as listed below:

**Life Insurance Member Contribution Rates \*For the Plan Year**

<u>Attained Age</u>	<u>Basic</u>	<u>Supplemental</u>
Under 30	\$0.05	\$0.05
30-34	0.06	0.06
35-39	0.07	0.07
40-44	0.08	0.08
45-49	0.12	0.12
50-54	0.22	0.22
55-59	0.39	0.39
60-64	0.49	0.49
65-69	0.57	0.57

\*Disabled members under age 70 receive a waiver-of-premium benefit

During the reporting period, the LRLIF recognized \$1,432 in contributions from the employer.

**OPEB Liabilities, OPEB Expense (Revenue) and Deferred Outflows of Resources and Deferred Inflows of Resources Related to OPEBs**

At December 31, 2022, the City reported a liability of \$413,649 for its proportionate share of the net OPEB liability. The net OPEB liability was measured as of December 31, 2021, and the total OPEB liability used to calculate the net OPEB liability was determined by an actuarial valuation as of January 1, 2021 rolled forward to December 31, 2021. No material changes in assumptions or benefit terms occurred between the actuarial valuation date and the measurement date. The City's proportion of the net OPEB liability was based on the City's share of contributions to the OPEB plan relative to the contributions of all participating employers. At December 31, 2021, the City's proportion was 0.06998700%, which was a decrease of 0.00419900% from its proportion measured as of December 31, 2020.

## City of Fort Atkinson

Notes to Financial Statements  
December 31, 2022

For the year ended December 31, 2022, the City recognized OPEB expense (revenue) of \$49,542.

At December 31, 2022, the City reported deferred outflows of resources and deferred inflows of resources related to OPEB from the following sources:

	<u>Deferred Outflow of Resources</u>	<u>Deferred Inflows of Resources</u>
Differences between expected and actual experience	\$ -	\$ 21,042
Net differences between projected and investment earnings on plan investments	5,381	-
Changes in actuarial assumptions	124,977	20,050
Changes in proportion and differences between employer contributions and proportionate share of contributions	11,143	16,057
Employer contributions subsequent to the measurement date	<u>1,444</u>	<u>-</u>
Total	<u>\$ 142,945</u>	<u>\$ 57,149</u>

\$1,444 reported as deferred outflows of resources related to OPEB resulting from the LRLIF Employer's contributions subsequent to the measurement date will be recognized as a reduction of the net OPEB liability in the year ended December 31, 2023. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to OPEB will be recognized in OPEB expense as follows:

<u>Years Ended December 31:</u>	<u>Deferred Outflows of Resources and Deferred Inflows of Resources (Net)</u>
2023	\$ 19,874
2024	19,249
2025	17,230
2026	22,059
2027	8,156
Thereafter	(2,216)

**Actuarial Assumptions**

The total OPEB liability in the actuarial valuation was determined using the following actuarial assumptions, applied to all periods included in the measurement:

Actuarial Valuation Date:	January 1, 2021
Measurement Date of Net OPEB Liability (Asset)	December 31, 2021
Experience Study:	January 1, 2018 - December 31, 2020. Published November
Actuarial Cost Method:	Entry Age Normal
20 Year Tax-Exempt Municipal Bond Yield	2.06%
Long-Term Expected Rate of Return:	4.25%
Discount Rate:	2.17%
Salary Increases:	
Wage Inflation	3.00%
Seniority/Merit	0.10% - 5.6%
Mortality:	2020 WRS Experience Mortality Table

Actuarial assumptions are based upon an experience study conducted in 2021 that covered a three-year period from January 1, 2018 to December 31, 2020. Based on this experience study, actuarial assumptions used to measure the Total OPEB Liability changed from the prior year, including the price inflation, mortality and separation rates. The Total OPEB Liability for December 31, 2021 is based upon a roll-forward of the liability calculated from the January 1, 2021 actuarial valuation.

**Long-Term Expected Return on Plan Assets**

The long-term expected rate of return is determined by adding expected inflation to expected long-term real returns and reflecting expected volatility and correlation. Investments for the LRLIF are held with Securian, the insurance carrier. Interest is calculated and credited to the LRLIF based on the rate of return for a segment of the insurance carriers' general fund, specifically 10-year A-Bonds (as a proxy, and not tied to any specific investments). The overall aggregate interest rate is calculated using a tiered approach based on the year the funds were originally invested and the rate of return for that year. Investment interest is credited based on the aggregate rate of return and assets are not adjusted to fair market value. Furthermore, the insurance carrier guarantees the principal amounts of the reserves, including all interest previously credited thereto.

**State OPEB Life Insurance  
Asset Allocation Targets and Expected Returns  
As of December 31, 2021**

<b>Asset Class</b>	<b>Index</b>	<b>Target Allocation</b>	<b>Long-Term Expected Geometric Real Rate of Return</b>
US Intermediate Credit Bonds	Bloomberg US Interm Credit	45.00%	1.68%
US Long Credit Bonds	Bloomberg US Long Credit	5.00	1.82
US Mortgages	Bloomberg US MBS	50.00	1.94
Inflation			2.30
Long-Term Expected Rate of Return			4.25

The long-term expected rate of return remained unchanged from the prior year at 4.25%. The long-term expected rate of return is determined by adding expected inflation to expected long-term real returns and reflecting expected volatility and correlation. The expected inflation rate increased from 2.20% as of December 31, 2020 to 2.30% as of December 31, 2021.

**Single Discount Rate**

A single discount rate of 2.17% was used to measure the total OPEB liability for the current year, as opposed to a discount rate of 2.25% for the prior year. The significant change in the discount rate was primarily caused by the decrease in the municipal bond rate from 2.12% as of December 31, 2020 to 2.06% as of December 31, 2021. The Plan's fiduciary net position was projected to be insufficient to make all projected future benefit payments of current active and inactive members. Therefore, the discount rate for calculating the total OPEB liability is equal to the single equivalent rate that results in the same actuarial present value as the long-term expected rate of return applied to benefit payments, to the extent that the plan's fiduciary net position is projected to be sufficient to make projected benefit payments, and the municipal bond rate applied to benefit payment to the extent that the plan's fiduciary net position is projected to be insufficient. The plan's fiduciary net position was projected to be available to make projected future benefit payments of current plan members through December 31, 2036.

The projection of cash flows used to determine the single discount rate assumed that employer contributions will be made according to the current employer contribution schedule and that contributions are made by plan members retiring prior to age 65.



**Sensitivity of the City's Proportionate Share of the Net OPEB Liability (Asset) to Changes in the Discount Rate**

The following presents the City's proportionate share of the net OPEB liability (asset) calculated using the discount rate of 2.17%, as well as what the City's proportionate share of the net OPEB liability (asset) would be if it were calculated using a discount rate that is 1-percentage-point lower (1.17%) or 1-percentage-point higher (3.17%) than the current rate:

	<b>1% Decrease to Discount Rate (1.17%)</b>	<b>Current Discount Rate (2.17%)</b>	<b>1% Increase to Discount Rate (3.17%)</b>
City's proportionate share of the net OPEB liability (asset)	<u>\$ 561,173</u>	<u>\$ 413,649</u>	<u>\$ 302,644</u>

At December 31, 2022, the City reported a payable to the OPEB plan, which represents contractually required contributions outstanding as of the end of the year.

**Subsequent Events**

In 2023, the city continues to draw funding for the sewer utility clean water fund loan. As of the date of this report, the city has drawn \$842,977 in additional loan funds and has received \$104,407 in financial assistance from the state related to the same project.

**Economic Dependency****Sewer Utility**

The Sewer Utility has two significant customers who were responsible for 43% of operating revenues in 2022.

**Effect of New Accounting Standards on Current-Period Financial Statements**

The Governmental Accounting Standards Board (GASB) has approved the following:

- Statement No. 96, *Subscription-Based Information Technology Arrangements*
- Statement No. 99, *Omnibus 2022*
- Statement No. 100, *Accounting Changes and Error Corrections - an Amendment of GASB Statement No. 62*
- Statement No. 101, *Compensated Absences*

When they become effective, application of these standards may restate portions of these financial statements.

REQUIRED SUPPLEMENTARY INFORMATION

## City of Fort Atkinson

Schedule of Revenues, Expenditures and Changes  
in Fund Balance - Budget and Actual - General Fund  
Year Ended December 31, 2022

	Budgeted Amounts			Variance With
	Original	Final	Actual	Final Budget
<b>Revenues</b>				
<b>Taxes</b>				
General property taxes	\$ 6,034,882	\$ 6,034,882	\$ 5,284,826	\$ (750,056)
Interest and penalties on taxes	25	25	288	263
Payments in lieu of taxes	10,400	42,400	42,446	46
Total taxes	6,045,307	6,077,307	5,327,560	(749,747)
<b>Intergovernmental Revenues</b>				
Federal aid, law enforcement	-	-	448	448
Federal aid, law enforcement	-	-	2,880	2,880
State shared revenues	981,680	981,680	982,715	1,035
State expenditure restraint	181,995	181,995	181,995	-
Fire insurance tax (2% fire dues)	42,000	42,000	45,811	3,811
Other state shared taxes	47,950	47,950	47,959	9
Personal property aids	29,401	29,401	29,401	-
Video service provider aid	31,600	31,600	31,659	59
State aid, general transportation aids	599,037	599,037	597,378	(1,659)
State aid, connecting streets	95,283	95,283	95,283	-
State aid, recycling	33,500	33,500	35,133	1,633
School resource officer	48,700	48,700	52,240	3,540
Payments for municipal services	3,000	3,000	4,702	1,702
Other state payments	-	-	1,800	1,800
Compost site, town	8,500	8,500	8,500	-
Total intergovernmental revenues	2,102,646	2,102,646	2,117,904	15,258
<b>Licenses and Permits</b>				
Liquor and malt beverage licenses	22,100	22,100	26,110	4,010
Operators' license	7,500	7,500	8,735	1,235
Cigarette licenses	1,500	1,500	1,800	300
Other business and occupational licenses	500	500	1,010	510
Cable television franchise fees	126,000	126,000	126,000	-
Bicycle licenses	100	100	45	(55)
Dog and cat licenses	20,000	20,000	19,138	(862)
Building permits	38,000	38,000	56,820	18,820
Electrical permits	11,000	11,000	17,334	6,334
Plumbing permits	6,000	6,000	5,421	(579)
Other permits	3,500	3,500	4,657	1,157
Zoning permits and fees	2,500	2,500	1,980	(520)
Total licenses and permits	238,700	238,700	269,050	30,350
<b>Fines and Forfeitures</b>				
Court penalties and costs	95,000	95,000	145,171	50,171
Parking violations	30,000	30,000	30,474	474
Total fines and forfeitures	125,000	125,000	175,645	50,645

See notes to required supplementary information

## City of Fort Atkinson

Schedule of Revenues, Expenditures and Changes  
in Fund Balance - Budget and Actual - General Fund  
Year Ended December 31, 2022

	<b>Budgeted Amounts</b>			<b>Variance With</b>
	<b>Original</b>	<b>Final</b>	<b>Actual</b>	<b>Final Budget</b>
<b>Public Charges for Services</b>				
General government	\$ 2,000	\$ 2,000	\$ 2,216	\$ 216
Law enforcement fees	4,000	4,000	3,794	(206)
Fire protection fees	-	-	83,765	83,765
Ambulance fees	45,000	45,000	44,178	(822)
Street related facilities	35,000	35,000	37,243	2,243
Parking lots, ramps and meters	110	110	110	-
Weed and nuisance control	1,200	1,200	165	(1,035)
Recreation programs	78,000	78,000	80,105	2,105
Museum	-	25,107	25,107	-
Swimming areas	156,000	156,000	155,796	(204)
Community center	2,500	2,500	2,501	1
Conservation and development	5,000	5,000	5,101	101
Fiber	8,500	8,500	8,500	-
Total public charges for services	337,310	362,417	448,581	86,164
<b>Intergovernmental Charges for Services</b>				
Local, fire services	228,600	228,600	241,433	12,833
<b>Special Assessments</b>				
Sidewalk	-	-	15,492	15,492
<b>Investment Income</b>				
Interest on investments	14,000	14,000	89,922	75,922
Interest on promissory notes	11,560	11,560	11,560	-
Total investment income	25,560	25,560	101,482	75,922
<b>Miscellaneous</b>				
Rent	5,500	5,500	7,648	2,148
Donations	-	34,295	34,295	-
Refund of prior year expenditures	-	-	338	338
Other miscellaneous	5,000	5,000	19,526	14,526
Insurance recoveries	-	-	10,400	10,400
Total miscellaneous	10,500	44,795	72,207	27,412
Total revenues	9,113,623	9,205,025	8,769,354	(435,671)

See notes to required supplementary information

## City of Fort Atkinson

Schedule of Revenues, Expenditures and Changes  
in Fund Balance - Budget and Actual - General Fund  
Year Ended December 31, 2022

	Budgeted Amounts			Variance With
	Original	Final	Actual	Final Budget
Expenditures				
General Government				
Council	\$ 27,920	\$ 27,920	\$ 28,605	\$ (685)
Municipal court	68,425	68,425	68,601	(176)
Legal	40,100	40,100	38,800	1,300
Mayor	83,800	83,800	84,750	(950)
Clerk	109,750	110,250	114,805	(4,555)
Labor relations	3,000	3,000	625	2,375
Board of review	35,000	35,000	35,000	-
Independent auditing	34,000	34,000	31,049	2,951
General buildings/plant/hall	50,150	50,150	56,526	(6,376)
Illegal taxes and refunds	100	100	-	100
Property and liability insurance	59,000	59,000	60,075	(1,075)
Law enforcement insurance	96,500	96,500	119,964	(23,464)
Other insurance	58,600	58,600	52,895	5,705
Health insurance	181,681	181,681	121,064	60,617
Manufacturing property assessment fees	4,500	4,500	4,120	380
Unemployment compensation costs	7,000	7,000	4,000	3,000
Contingency, health insurance	54,964	54,964	46,548	8,416
Other general government	1,000	1,000	3,077	(2,077)
Total general government	915,490	915,990	870,504	45,486
Public Safety				
Police	2,037,896	2,037,896	2,106,648	(68,752)
Crossing guards	21,561	21,561	20,778	783
Fire protection	577,550	577,550	587,527	(9,977)
Ambulance	112,000	112,000	109,317	2,683
Hydrant rental	25,487	25,487	18,495	6,992
Building inspection	82,500	84,000	93,060	(9,060)
Electrical inspection	34,045	34,045	29,981	4,064
Sealer of weights and measures	4,800	4,800	4,800	-
Civil defense	1,500	1,500	5,800	(4,300)
Emergency government	8,550	8,550	6,929	1,621
Other public safety	859,325	882,715	906,256	(23,541)
Total public safety	3,765,214	3,790,104	3,889,591	(99,487)

## City of Fort Atkinson

Schedule of Revenues, Expenditures and Changes  
in Fund Balance - Budget and Actual - General Fund  
Year Ended December 31, 2022

	Budgeted Amounts		Actual	Variance With Final Budget
	Original	Final		
<b>Public Works</b>				
Public works/highway administration	\$ 296,850	\$ 296,850	\$ 236,967	\$ 59,883
Engineering	74,430	74,430	74,461	(31)
Machinery operation and maintenance	282,000	282,000	284,326	(2,326)
Garages and sheds	170,400	170,400	182,785	(12,385)
Highway and street maintenance	178,000	178,000	182,437	(4,437)
Curb and gutter	4,200	4,200	4,508	(308)
Tree and brush removal	6,000	6,000	5,281	719
Traffic control	93,700	93,700	114,332	(20,632)
Snow and ice control	216,750	216,750	207,898	8,852
Street lighting	279,500	279,500	277,759	1,741
Sidewalks	13,750	13,750	21,949	(8,199)
Parking facilities	5,680	5,680	5,778	(98)
Refuse and garbage collection	550,750	550,750	548,709	2,041
Recycling	163,500	163,500	158,345	5,155
Composting facility	30,750	30,750	39,037	(8,287)
Total public works	2,366,260	2,366,260	2,344,572	21,688
<b>Health and Human Services</b>				
Animal control	35,123	35,123	34,114	1,009
<b>Culture, Recreation and Education</b>				
Museum	154,700	154,700	173,275	(18,575)
Community center	70,833	70,833	53,845	16,988
Senior citizens' center	86,445	97,401	87,161	10,240
Recreation administration	261,873	261,873	234,183	27,690
Recreation facilities	234,566	234,566	229,496	5,070
Celebration and entertainment	27,700	27,700	36,190	(8,490)
Parks	349,945	349,945	348,738	1,207
Other culture	261,575	286,683	262,504	24,179
Total culture, recreation and education	1,447,637	1,483,701	1,425,392	58,309
<b>Conservation and Development</b>				
Forestry	141,500	151,105	152,743	(1,638)
Industrial development	23,850	23,850	23,694	156
Other conservation and development	70,050	70,050	69,404	646
Total conservation and development	235,400	245,005	245,841	(836)

See notes to required supplementary information

## City of Fort Atkinson

Schedule of Revenues, Expenditures and Changes  
in Fund Balance - Budget and Actual - General Fund  
Year Ended December 31, 2022

	Budgeted Amounts		Actual	Variance With Final Budget
	Original	Final		
<b>Capital Outlay</b>				
Fire protection	\$ -	\$ -	\$ 18,164	\$ (18,164)
Other conservation and development	-	126,140	15,145	110,995
Total capital outlay	-	126,140	33,309	92,831
Total expenditures	8,765,124	8,962,323	8,843,323	119,000
Excess (deficiency) of revenues over (under) expenditures	348,499	242,702	(73,969)	(316,671)
<b>Other Financing Sources (Uses)</b>				
Transfers in	335,000	335,000	393,335	58,335
Transfers out	-	-	(85,355)	(85,355)
Total other financing sources (uses)	335,000	335,000	307,980	(27,020)
Net change in fund balance	683,499	577,702	234,011	(343,691)
<b>Fund Balance, Beginning</b>	7,390,997	7,390,997	7,390,997	-
<b>Fund Balance, Ending</b>	<u>\$ 8,074,496</u>	<u>\$ 7,968,699</u>	<u>\$ 7,625,008</u>	<u>\$ (343,691)</u>

## City of Fort Atkinson

Schedule of Revenues, Expenditures and Changes  
in Fund Balance - Budget and Actual - Transportation Improvements  
Year Ended December 31, 2022

	Budgeted Amounts		Actual	Variance with Final Budget
	Original	Final		
<b>Revenues</b>				
<b>Taxes</b>				
General property taxes	\$ 500,000	\$ 500,000	\$ 500,000	\$ -
Motor vehicle registration fee	208,000	210,000	200,445	(9,555)
Total taxes	708,000	710,000	700,445	(9,555)
<b>Intergovernmental</b>				
State LRIP, capital	-	-	387,776	387,776
<b>Public Charges for Services</b>				
Transportation	-	-	113,166	113,166
Total revenues	708,000	710,000	1,201,387	491,387
<b>Expenditures</b>				
<b>Capital Outlay</b>				
Capital outlay	708,000	1,385,000	963,807	421,193
Total expenditures	708,000	1,385,000	963,807	421,193
Excess (deficiency) of revenues over (under) expenditures	-	(675,000)	237,580	912,580
<b>Other Financing Sources</b>				
Debt issued	-	675,000	677,000	2,000
Total other financing sources	-	675,000	677,000	2,000
Net change in fund balance	-	-	914,580	914,580
<b>Fund Balance (Deficit), Beginning</b>	(207,128)	(207,128)	(207,128)	-
<b>Fund Balance, Ending</b>	<u>\$ (207,128)</u>	<u>\$ (207,128)</u>	<u>\$ 707,452</u>	<u>\$ 914,580</u>



**City of Fort Atkinson****Schedule of Proportionate Share of the Net Pension Liability (Asset) -**

Wisconsin Retirement System

Year Ended December 31, 2022

<b>WRS Fiscal Year Ending</b>	<b>Proportionate of the Net Pension Liability (Asset)</b>	<b>Proportionate Share of the Net Pension Liability (Asset)</b>	<b>Covered Payroll</b>	<b>Proportionate Share of the Net Pension Liability (Asset) as a Percentage of Covered Payroll</b>	<b>Plan Fiduciary Net Position as a Percentage of the Total Pension Liability</b>
12/31/22	0.03943484%	\$ (3,178,520)	\$ 5,119,614	62.09%	106.02%
12/31/21	0.03945772%	(2,463,400)	5,185,422	47.51%	105.26%
12/31/20	0.03895124%	(1,255,965)	5,082,878	24.71%	102.96%
12/31/19	0.03824638%	1,360,686	4,816,488	28.25%	96.45%
12/31/18	0.03768448%	(1,118,896)	4,673,410	23.94%	102.93%
12/31/17	0.03713569%	306,087	4,580,496	6.68%	99.12%
12/31/16	0.03728650%	605,898	4,538,005	13.35%	98.20%
12/31/15	0.03800802%	(933,581)	4,396,943	21.23%	102.74%

**Schedule of Employer Contributions - Wisconsin Retirement System**

Year Ended December 31, 2022

<b>City Fiscal Year Ending</b>	<b>Contractually Required Contributions</b>	<b>Contributions in Relation to the Contractually Required Contributions</b>	<b>Contribution Deficiency (Excess)</b>	<b>Covered Payroll</b>	<b>Contributions as a Percentage of Covered Payroll</b>
12/31/22	\$ 460,311	\$ 460,311	\$ -	\$ 5,267,447	8.74%
12/31/21	452,309	452,309	-	5,119,614	8.83%
12/31/20	452,027	452,027	-	5,185,422	8.72%
12/31/19	412,584	412,584	-	5,082,878	8.12%
12/31/18	387,884	387,884	-	4,817,138	8.05%
12/31/17	398,149	398,149	-	4,673,418	8.52%
12/31/16	361,620	361,620	-	4,580,496	7.89%
12/31/15	359,786	359,786	-	4,538,005	7.93%

See notes to required supplementary information

**City of Fort Atkinson**

Schedule of Proportionate Share of the Net Insurance OPEB Liability -  
 Local Retiree Life Insurance Fund  
 Year Ended December 31, 2022

<b>WRS Fiscal Year Ending</b>	<b>Proportionate of the Net OPEB Liability</b>	<b>Proportionate Share of the Net OPEB Liability</b>	<b>Covered Payroll</b>	<b>Proportionate Share of the Net OPEB Liability as a Percentage of Covered Payroll</b>	<b>Plan Fiduciary Net Position as a Percentage of the Total OPEB Liability</b>
12/31/22	0.06998700%	\$ 413,649	\$ 4,124,000	10.03%	29.57%
12/31/21	0.07418600%	408,077	3,950,000	10.33%	31.36%
12/31/20	0.07190600%	306,190	3,798,000	8.06%	37.58%
12/31/19	0.06893300%	177,870	3,625,000	4.91%	48.69%
12/31/18	0.07056300%	212,294	2,967,376	7.15%	44.81%

Schedule of Employer Contributions - Local Retiree Life Insurance Fund  
 Year Ended December 31, 2022

<b>City Fiscal Year Ending</b>	<b>Contractually Required Contributions</b>	<b>Contributions in Relation to the Contractually Required Contributions</b>	<b>Contribution Deficiency (Excess)</b>	<b>Covered Payroll</b>	<b>Contributions as a Percentage of Covered Payroll</b>
12/31/22	\$ 1,444	\$ 1,444	\$ -	\$ 4,253,378	0.03%
12/31/21	1,401	1,401	-	4,090,835	0.03%
12/31/20	1,467	1,467	-	4,101,987	0.04%
12/31/19	1,433	1,433	-	3,871,256	0.04%
12/31/18	1,335	1,335	-	2,919,583	0.05%

See notes to required supplementary information

**City of Fort Atkinson**

Schedule of Changes in Employer's Total OPEB Liability and Related Ratios  
 Health Insurance  
 Year Ended December 31, 2022

<b>Total OPEB Liability</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>
Service cost	\$ 18,807	\$ 17,039	\$ 18,641	\$ 20,221	\$ 20,221
Interest	8,628	10,206	22,555	19,822	19,852
Changes of benefit terms	-	-	-	-	-
Differences between expected and actual experience	(3,519)	-	(206,641)	-	-
Changes of assumptions	191,745	10,202	(8,832)	(17,262)	-
Benefit payments	(28,530)	(23,472)	(11,905)	(37,004)	(44,860)
 Net change in total OPEB liability	 187,131	 13,975	 (186,182)	 (14,223)	 (4,787)
<b>Total OPEB Liability, Beginning</b>	<b>388,307</b>	<b>374,332</b>	<b>560,514</b>	<b>574,737</b>	<b>579,524</b>
<b>Total OPEB Liability, Ending</b>	<b>\$ 575,438</b>	<b>\$ 388,307</b>	<b>\$ 374,332</b>	<b>\$ 560,514</b>	<b>\$ 574,737</b>
 <b>Covered, employee payroll</b>	 \$ 4,825,523	 \$ 5,036,448	 \$ 5,036,448	 \$ 4,461,015	 \$ 4,461,015
 <b>Total OPEB liability as a percentage of covered, employee payroll</b>	 11.92%	 7.71%	 7.43%	 12.56%	 12.88%

**Notes to schedule:**

The amounts presented for each fiscal year were determined as of the calendar-year end prior to the year reported.

*Benefit changes.* There were no changes to the benefits.

*Changes of assumptions.* The discount rate assumption was changed since the prior year.

No assets are accumulated in a trust that meets the criteria in paragraph 4 of Statement 75.

Note: this schedule is to show information for 10 years. However, accounting standards allow the presentation of as many years as are available until 10 years are presented.

**City of Fort Atkinson**

Notes to Required Supplementary Information  
Year Ended December 31, 2022

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**Budgetary Information**

Budgetary information is derived from the annual operating budget and is presented using the same basis of accounting for each fund as described in Note 1.

The budgeted amounts presented include any amendments made. The City may authorize transfers of budgeted amounts within departments. Transfers between departments and changes to the overall budget must be approved by a two-thirds council action.

Appropriations lapse at year end unless specifically carried over. Carryovers to the following year were \$153,141. Budgets are adopted at the department level of expenditure.

**Wisconsin Retirement System**

The amounts determined for each fiscal year were determined as of the calendar year-end and occurred within the fiscal year.

The City is required to present the last ten years of data; however, accounting standards allow the presentation of as many years as are available until ten fiscal years are presented.

*Changes in benefit terms.* There were no changes of benefit terms for any participating employer in the Wisconsin Retirement System.

*Changes in assumptions.* Based on a three-year experience study conducted in 2021 covering January 1, 2018 through December 31, 2020, the ETF Board adopted assumption changes that were used to measure the total pension liability beginning with the year-end December 31, 2021, including the following:

- Lowering the long-term expected rate of return from 7.0% to 6.8%
- Lowering the discount rate from 7.0% to 6.8%
- Lowering the price inflation rate from 2.5% to 2.4%
- Lowering the post-retirement adjustments from 1.9% to 1.7%
- Mortality assumptions were changed to reflect updated trends by transitioning from the Wisconsin 2018 Mortality Table to the 2020 WRS Experience Mortality Table

Based on a three-year experience study conducted in 2018 covering January 1, 2015 through December 31, 2017, the ETF Board adopted assumption changes that were used to measure the total pension liability beginning with the year-ended December 31, 2018, including the following:

- Lowering the long-term expected rate of return from 7.2% to 7.0%
- Lowering the discount rate from 7.2% to 7.0%
- Lowering the wage inflation rate from 3.2% to 3.0%
- Lowering the price inflation rate from 2.7% to 2.5%
- Lowering the post-retirement adjustments from 2.1% to 1.9%
- Mortality assumptions were changed to reflect updated trends by transitioning from the Wisconsin 2012 Mortality Table to the Wisconsin 2018 Mortality Table

**City of Fort Atkinson**

Notes to Required Supplementary Information  
December 31, 2022

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**Local Retiree Life Insurance Fund**

The amounts determined for each fiscal year were determined as of the calendar year-end and occurred within the fiscal year.

The City is required to present the last ten years of data; however, accounting standards allow the presentation of as many years as are available until ten fiscal years are presented.

*Changes in benefit terms.* There were no changes of benefit terms for any participating employer in LRLIF.

*Changes in assumptions.* In addition to the rate changes detailed in the tables above, the State of Wisconsin Employee Trust Fund Board adopted economic and demographic assumption changes based on a three year experience study performed for the Wisconsin Retirement System. These assumptions are used in the actuarial valuations of OPEB liabilities (assets) for the retiree life insurance programs and are summarized below.

The assumption changes that were used to measure the December 31, 2021 total OPEB liabilities, including the following:

- Lowering the price inflation rate from 2.5% to 2.4%
- Mortality assumptions were changed to reflect updated trends by transitioning from the Wisconsin 2018 Mortality Table to the 2020 WRS Experience Mortality Table

The assumption changes that were used to measure the December 31, 2018 total OPEB liabilities, including the following:

- Lowering the long-term expected rate of return from 5.00% to 4.25%
- Lowering the wage inflation rate from 3.2% to 3.0%
- Lowering the price inflation rate from 2.7% to 2.5%
- Mortality assumptions were changed to reflect updated trends by transitioning from the Wisconsin 2012 Mortality Table to the Wisconsin 2018 Mortality Table

**SUPPLEMENTARY INFORMATION**

## City of Fort Atkinson

Combining Balance Sheet  
 Nonmajor Governmental Funds  
 December 31, 2022

	Special Revenue Funds			
	Wisconsin Development Fund	Library Trust	Museum Trust	EMS
<b>Assets</b>				
Cash and investments	\$ 400,494	\$ 723,537	\$ 879,711	\$ (220,930)
Receivables:				
Taxes	-	-	-	-
Accounts	-	-	-	67,868
Loans	116,771	-	-	-
Due from other governments	-	-	-	-
Prepaid items	-	-	-	2,037
Total assets	<u>\$ 517,265</u>	<u>\$ 723,537</u>	<u>\$ 879,711</u>	<u>\$ (151,025)</u>
<b>Liabilities, Deferred Inflows of Resources and Fund Balances</b>				
<b>Liabilities</b>				
Accounts payable	\$ -	\$ -	\$ -	\$ 49,653
Unearned revenues	-	-	-	-
Advances from other funds	-	-	-	-
Total liabilities	<u>-</u>	<u>-</u>	<u>-</u>	<u>49,653</u>
<b>Deferred Inflows of Resources</b>				
Unearned revenues	-	-	-	-
Unavailable revenues	-	-	-	-
Total deferred inflows of resources	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Fund Balances (Deficit)</b>				
Nonspendable	-	-	-	2,037
Restricted	-	723,537	879,711	-
Assigned	517,265	-	-	-
Unassigned (deficit)	<u>-</u>	<u>-</u>	<u>-</u>	<u>(202,715)</u>
Total fund balances (deficit)	<u>517,265</u>	<u>723,537</u>	<u>879,711</u>	<u>(200,678)</u>
Total liabilities, deferred inflows of resources and fund balances	<u>\$ 517,265</u>	<u>\$ 723,537</u>	<u>\$ 879,711</u>	<u>\$ (151,025)</u>

## Special Revenue Funds

<u>Lodging Room Tax</u>	<u>Dwight Foster Public Library</u>	<u>Subsidized Taxi Program</u>	<u>CDBG</u>	<u>Municipal Airport</u>	<u>Capital Catalyst Grant</u>	<u>ARPA</u>
\$ 91,654	\$ 31,924	\$ -	\$ 83,197	\$ 54,208	\$ 489,907	\$ 1,011,726
-	616,511	-	-	-	-	-
44,292	-	-	-	2,615	-	-
-	-	-	-	-	111,066	-
-	-	-	634,366	-	-	-
-	1,927	-	-	9,255	-	-
<u>\$ 135,946</u>	<u>\$ 650,362</u>	<u>\$ -</u>	<u>\$ 717,563</u>	<u>\$ 66,078</u>	<u>\$ 600,973</u>	<u>\$ 1,011,726</u>
\$ 31,767	\$ 9,888	\$ 12,560	\$ 550,454	\$ 58	\$ -	\$ -
-	-	-	-	-	-	1,002,551
-	-	49,274	-	-	-	-
<u>31,767</u>	<u>9,888</u>	<u>61,834</u>	<u>550,454</u>	<u>58</u>	<u>-</u>	<u>1,002,551</u>
-	616,511	-	-	-	-	-
-	-	-	634,366	-	-	-
-	616,511	-	634,366	-	-	-
-	1,927	-	-	9,255	-	-
104,179	22,036	-	-	-	600,973	9,175
-	-	-	-	56,765	-	-
-	-	(61,834)	(467,257)	-	-	-
<u>104,179</u>	<u>23,963</u>	<u>(61,834)</u>	<u>(467,257)</u>	<u>66,020</u>	<u>600,973</u>	<u>9,175</u>
<u>\$ 135,946</u>	<u>\$ 650,362</u>	<u>\$ -</u>	<u>\$ 717,563</u>	<u>\$ 66,078</u>	<u>\$ 600,973</u>	<u>\$ 1,011,726</u>



## City of Fort Atkinson

Combining Balance Sheet  
Nonmajor Governmental Funds  
December 31, 2022

	Capital Projects Funds			
	TIF District No. 7	TIF District No. 8	TIF District No. 9	TIF District No. 10
<b>Assets</b>				
Cash and investments	\$ -	\$ 845,054	\$ -	\$ -
Receivables:				
Taxes	560,035	1,016,743	-	-
Accounts	-	5,074	-	-
Loans	-	-	-	-
Due from other governments	-	-	-	-
Prepaid items	-	-	-	-
Total assets	<u>\$ 560,035</u>	<u>\$ 1,866,871</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Liabilities, Deferred Inflows of Resources and Fund Balances</b>				
<b>Liabilities</b>				
Accounts payable	\$ -	\$ -	\$ -	\$ -
Unearned revenues	-	-	-	-
Advances from other funds	-	-	9,193	8,750
Total liabilities	<u>-</u>	<u>-</u>	<u>9,193</u>	<u>8,750</u>
<b>Deferred Inflows of Resources</b>				
Unearned revenues	560,035	1,016,743	-	-
Unavailable revenues	-	-	-	-
Total deferred inflows of resources	<u>560,035</u>	<u>1,016,743</u>	<u>-</u>	<u>-</u>
<b>Fund Balances (Deficit)</b>				
Nonspendable	-	-	-	-
Restricted	-	850,128	-	-
Assigned	-	-	-	-
Unassigned (deficit)	-	-	(9,193)	(8,750)
Total fund balances (deficit)	<u>-</u>	<u>850,128</u>	<u>(9,193)</u>	<u>(8,750)</u>
Total liabilities, deferred inflows of resources and fund balances	<u>\$ 560,035</u>	<u>\$ 1,866,871</u>	<u>\$ -</u>	<u>\$ -</u>

<b>Capital Projects Funds</b>		<b>Total Nonmajor Governmental Funds</b>
<b>Capital Improvements Project</b>		
\$ 947,324	\$	5,337,806
211,400		2,404,689
86,238		206,087
-		227,837
-		634,366
-		13,219
<u>\$ 1,244,962</u>	<u>\$</u>	<u>8,824,004</u>

\$ 36,709	\$	691,089
-		1,002,551
-		67,217
<u>36,709</u>		<u>1,760,857</u>

211,400		2,404,689
-		634,366
<u>211,400</u>		<u>3,039,055</u>

-		13,219
924,000		4,113,739
72,853		646,883
-		(749,749)
<u>996,853</u>		<u>4,024,092</u>

<u>\$ 1,244,962</u>	<u>\$</u>	<u>8,824,004</u>
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## City of Fort Atkinson

Combining Statement of Revenues, Expenditures and Changes  
in Fund Balances  
Nonmajor Governmental Funds  
Year Ended December 31, 2022

	Special Revenue Funds			
	Wisconsin Development Fund	Library Trust	Museum Trust	EMS
<b>Revenues</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Intergovernmental	-	-	-	152,431
Public charges for services	-	-	-	33,770
Intergovernmental charges for services	-	-	-	-
Investment income (loss)	5,066	(120,659)	(139,617)	-
Miscellaneous	-	56,097	-	-
Total revenues	5,066	(64,562)	(139,617)	186,201
<b>Expenditures</b>				
Current:				
General government	-	-	-	-
Public safety	-	-	-	211,464
Culture, recreation and education	-	81,061	35,440	-
Conservation and development	-	-	-	-
Capital outlay	-	-	-	293,618
Debt service:				
Principal	-	-	-	-
Interest and fiscal charges	-	-	-	-
Total expenditures	-	81,061	35,440	505,082
Excess (deficiency) of revenues over expenditures	5,066	(145,623)	(175,057)	(318,881)
<b>Other Financing Sources (Uses)</b>				
General obligation debt issued	-	-	-	-
Transfers in	-	-	-	122,362
Transfers out	-	-	-	-
Total other financing sources (uses)	-	-	-	122,362
Net change in fund balances	5,066	(145,623)	(175,057)	(196,519)
<b>Fund Balances (Deficit), Beginning</b>	512,199	869,160	1,054,768	(4,159)
<b>Fund Balances (Deficit), Ending</b>	\$ 517,265	\$ 723,537	\$ 879,711	\$ (200,678)

## Special Revenue Funds

Lodging Room Tax	Dwight Foster Public Library	Subsidized Taxi Program	CDBG	Municipal Airport	Capital Catalyst Grant	ARPA
\$ 52,620	\$ 542,484	\$ -	\$ -	\$ -	\$ -	\$ -
-	286,532	99,338	-	43,000	-	248,441
-	7,437	-	-	137,609	1,000	-
-	-	-	-	-	-	-
-	-	-	-	-	1,148	9,175
-	41,487	-	-	-	-	-
<u>52,620</u>	<u>877,940</u>	<u>99,338</u>	<u>-</u>	<u>180,609</u>	<u>2,148</u>	<u>257,616</u>
30,245	-	-	-	123,391	-	-
-	-	-	-	-	-	-
-	869,441	-	-	-	-	-
8,500	-	164,356	-	-	1,175	-
-	27,266	-	762,425	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
<u>38,745</u>	<u>896,707</u>	<u>164,356</u>	<u>762,425</u>	<u>123,391</u>	<u>1,175</u>	<u>-</u>
<u>13,875</u>	<u>(18,767)</u>	<u>(65,018)</u>	<u>(762,425)</u>	<u>57,218</u>	<u>973</u>	<u>257,616</u>
-	-	-	340,000	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	(248,441)
-	-	-	340,000	-	-	(248,441)
13,875	(18,767)	(65,018)	(422,425)	57,218	973	9,175
90,304	42,730	3,184	(44,832)	8,802	600,000	-
<u>\$ 104,179</u>	<u>\$ 23,963</u>	<u>\$ (61,834)</u>	<u>\$ (467,257)</u>	<u>\$ 66,020</u>	<u>\$ 600,973</u>	<u>\$ 9,175</u>

## City of Fort Atkinson

Combining Statement of Revenues, Expenditures and Changes  
in Fund Balances  
Nonmajor Governmental Funds  
Year Ended December 31, 2022

	Capital Projects Funds			
	TIF District No. 7	TIF District No. 8	TIF District No. 9	TIF District No. 10
<b>Revenues</b>				
Taxes	\$ 462,734	\$ 840,094	\$ -	\$ -
Intergovernmental	3,539	6,127	-	-
Public charges for services	-	-	-	-
Intergovernmental charges for services	3,000	-	-	-
Investment income (loss)	1,197	5,508	-	-
Miscellaneous	-	-	-	-
Total revenues	<u>470,470</u>	<u>851,729</u>	<u>-</u>	<u>-</u>
<b>Expenditures</b>				
Current:				
General government	-	-	-	-
Public safety	-	-	-	-
Culture, recreation and education	-	-	-	-
Conservation and development	150	6,925	9,193	8,750
Capital outlay	19,954	18,540	-	-
Debt service:				
Principal	230,000	118,300	-	-
Interest and fiscal charges	10,650	31,950	-	-
Total expenditures	<u>260,754</u>	<u>175,715</u>	<u>9,193</u>	<u>8,750</u>
Excess (deficiency) of revenues over expenditures	<u>209,716</u>	<u>676,014</u>	<u>(9,193)</u>	<u>(8,750)</u>
<b>Other Financing Sources (Uses)</b>				
General obligation debt issued	-	-	-	-
Transfers in	-	-	-	-
Transfers out	(208,265)	(274,000)	-	-
Total other financing sources (uses)	<u>(208,265)</u>	<u>(274,000)</u>	<u>-</u>	<u>-</u>
Net change in fund balances	1,451	402,014	(9,193)	(8,750)
<b>Fund Balances (Deficit), Beginning</b>	<u>(1,451)</u>	<u>448,114</u>	<u>-</u>	<u>-</u>
<b>Fund Balances (Deficit), Ending</b>	<u>\$ -</u>	<u>\$ 850,128</u>	<u>\$ (9,193)</u>	<u>\$ (8,750)</u>

<b>Capital Improvements Project</b>	<b>Total Nonmajor Governmental Funds</b>
\$ 211,040	\$ 2,108,972
40,347	879,755
-	179,816
-	3,000
90	(238,092)
<u>173,691</u>	<u>271,275</u>
<u>425,168</u>	<u>3,204,726</u>
-	153,636
-	211,464
3,106	989,048
-	199,049
584,708	1,706,511
-	348,300
-	<u>42,600</u>
<u>587,814</u>	<u>3,650,608</u>
<u>(162,646)</u>	<u>(445,882)</u>
1,008,000	1,348,000
151,499	273,861
-	<u>(730,706)</u>
<u>1,159,499</u>	<u>891,155</u>
996,853	445,273
-	<u>3,578,819</u>
<u>\$ 996,853</u>	<u>\$ 4,024,092</u>

RESOLUTION NO. \_\_\_\_\_

**A RESOLUTION EXPRESSING SUPPORT  
FOR LOCAL GOVERNMENT FUNDING LEGISLATION RESOLUTION  
WISCONSIN ACT 12**

**WHEREAS**, the City of Fort Atkinson is excited to share Local Government Funding Legislation Assembly Bill 245, Shared Revenue, has been signed into law on Tuesday, June 20, 2023 by Governor Tony Evers; and

**WHEREAS**, the City of Fort Atkinson wishes to thank all members of the legislature who voted for this bill. We would especially like to thank Speaker Robin Vos, Senate Majority Leader Devin LeMahieu, Senator Mary Felzkowski, Representative Tony Kurtz, and Governor Tony Evers; and

**WHEREAS**, the City of Fort Atkinson wishes to thank our local legislators, Rep. Scott Johnson and Senator Steve Nass for their help and support of this historic initiative; and

**WHEREAS**, beginning July 1, 2024, a full penny of sales tax goes into a segregated local government fund; and

**WHEREAS**, all communities will see at least a 20% increase over current municipal aid except Milwaukee which receives 10% and the local sales tax authority; and

**WHEREAS**, the City of Fort Atkinson will receive a 32.5% increase (\$309,933 in 2024), which will help support essential local services; and

**WHEREAS**, future percentage increases in sales tax revenue will be applied to both existing and supplemental aids.

**NOW, THEREFORE, BE IT RESOLVED**, that the City Council of the City of Fort Atkinson, thanks the Legislature for increasing funding for the shared revenue program and directs the Clerk to send a copy of this resolution to the state legislators representing the City of Fort Atkinson, to Governor Tony Evers and to the League of Wisconsin Municipalities.

Adopted this 6<sup>th</sup> day of July 2023.

**CITY OF FORT ATKINSON**

\_\_\_\_\_  
**Bruce Johnson, Council President**

ATTEST:

\_\_\_\_\_  
Michelle Ebbert, City Clerk/Treasurer/Finance Director



## MEMORANDUM

**DATE:** July 6, 2023

**TO:** Fort Atkinson City Council

**FROM:** Jedidiah Draeger, Building Inspector/Zoning Administrator

**RE:** First reading of an Ordinance to adopt Zoning Text Amendments relating to medium industrial land uses, home occupations, off street parking, fencing, building maintenance, landscaping, signage and pools

---

### BACKGROUND

As City staff have worked with the new ordinance over the past three years, several minor changes have been identified to improve overall consistency of applying the code's standards. City staff has also worked with Vandewalle & Associates (the consultant who assisted the City in writing the new Zoning Ordinance) to strategically identify the changes needed and how they work best within the framework of the overall ordinance.

The bulk of the proposed Zoning Amendments are considered to be corrections for consistent administration of the ordinance and clarification in key areas of the text. They are not considered to be large-scale policy changes. The City's Management Team has reviewed the application and all comments have been included within this document.

Overall, the proposed amendments will improve the application of the ordinance and reflect consistency with adopted plans and community goals.

---

### RECOMMENDATION

At the meeting on June 27, 2023, the Plan Commission reviewed this matter and recommended that the City Council adopt the proposed Zoning Text Amendments to the 2020 City of Fort Atkinson Zoning Ordinances as outlined in the attached summary with the following conditions:

- Summary line #7(c) Text in blue to be included/excluded
- Any other recommendations of City Staff, Plan Commission, and City Council

Staff recommends that the City Council perform the first reading of this Ordinance.

### ATTACHMENTS

PC Staff Report Packet; Draft Ordinance Amending the Official Zoning Map





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

## ZONING TEXT AMENDMENTS REPORT TO THE PLAN COMMISSION

**DATE:** June 27, 2023

**FILE NUMBER:** ZTA-2023-01

**PROPERTY ADDRESSES:** Not Applicable

**EXISTING ZONING:** Not Applicable

**PARCEL NUMBER:** Not Applicable

**PROPOSED ZONING:** Not Applicable

**OWNER:** Not Applicable

**EXISTING LAND USE:** Not Applicable

**APPLICANT:** City of Fort Atkinson

**REQUESTED USES:** Not Applicable

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### BACKGROUND ON ZONING TEXT AMENDMENT REVIEW:

The City of Fort Atkinson Zoning Ordinance Section 15.10.30 outlines the process for Zoning Text Amendments that reflects Wisconsin State Statutes Section 62.23(7)(d). Initiation of the request for amendments can come from a member of the public, Plan Commission, City Council, or City staff. This process requires an application (the proposed amendments), a public hearing before the Plan Commission, and action by both the Plan Commission and City Council.

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### REQUEST OVERVIEW:

The City completed a full Zoning Ordinance rewrite in 2020. Since that time, City staff have been applying the new ordinance to all relevant projects and processes. City staff believes that the ordinance is working well in accomplishing many of the community's goals, implementing the Comprehensive Plan, and providing the direction, guidance, and procedural steps needed in response to individual applications. However, similar to any plan or ordinance, overtime there are minor tweaks needed.

City staff has prepared the attached summary of 20 proposed Zoning Text Amendments. The vast majority of the proposed amendments are minor in nature and reflect small errors that have been identified within the ordinance that need to be corrected for consistent administration of the ordinance and clarification in key areas of the text. This is not uncommon due to the length of the ordinance and the interconnected nature of each section, which aims to build upon one another. Overall, the proposed amendments can be categorized as administrative tweaks and do not change much in the way of policy or procedures.

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**COMPREHENSIVE PLAN CONSISTENCY REVIEW:**

Any proposed zoning amendment must be consistent with the City's Comprehensive Plan. The plan recommends a full rewrite of the City's Zoning Ordinance and Land Division Ordinance, which were completed in 2020 and 2022. Additionally, several specific recommendations for individual land use categories call for detailed plans associated with new development. Finally, the plan recommends that the zoning ordinance be consistently applied in relationship to the plan's goals, recommendations, and policies. City staff believes that the proposed Zoning Text Amendments are in concert with the City's Comprehensive Plan.

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**PUBLIC NOTICE:**

A public hearing is required for Zoning Text Amendment review and action. All required public hearing notices have been properly posted in compliance with state law.

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**DISCUSSION:**

As City staff have worked with the new ordinance over the past three years, several minor changes have been identified to improve overall consistency of applying the code's standards. City staff has also worked with Vandewalle & Associates (the consultant who assisted the City in writing the new Zoning Ordinance) to strategically identify the changes needed and how they work best within the framework of the overall ordinance.

Again, the bulk of the proposed Zoning Amendments are considered to be corrections for consistent administration of the ordinance and clarification in key areas of the text. They are not considered to be large-scale policy changes. The City's Management Team has reviewed the application and all comments have been included within this document.

Overall, the proposed amendments will improve the application of the ordinance and reflect consistency with adopted plans and community goals.

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**RECOMMENDATION:**

City staff recommends approval of the 20 proposed Zoning Text Amendments as outlined the attached summary dated June 12, 2023 subject to the following conditions:

- Any other recommendations of City staff, the Plan Commission, and City Council.

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**ATTACHMENTS:**

- City of Fort Atkinson Proposed Zoning Ordinance Amendments

# City of Fort Atkinson Proposed Zoning Ordinance Amendments

## Draft: June 12, 2023

### 1. Section 15.02.11 SR-3 Single Family Residential Zoning District: Correcting Typo In Title

Section 15.02.11: (SR-3) Single Family Residential-3 Zoning District

### 2. Section 15.02.22 – Section 15.02.72 All Zoning Districts, Excluding SR-2, SR-3, SR-5, SR-7, MH-7, DR-8, and TF-10: Adjusting Attached Garage Setback

(7) Density, Intensity, and Bulk Regulations

	Requirement
Minimum Attached Garage Setback	<del>2 feet behind</del> <u>Even with</u> the plane of the building <del>(0 foot setback)</del>

### 3. Section 15.02.32 UMU Urban Mixed Use Zoning District: Correct UMU Intent to Match Permitted Land Uses

(1) Intent. This district is intended to permit areas, generally on established commercial corridors, that are or are planning to become mixed use in character and establish standards that are compatible with the existing mix of land uses and redevelopment objectives. This district is intended to provide for a variety of employment, retail, and community service opportunities, while allowing some residential uses at an approximate density of up to 36 dwelling units per acre. ~~Residential uses should not become the majority ground floor land use in this district.~~ Uses shall be compatible not only with other uses within the district, but land uses in adjoining zoning districts as well.

### 4. Section 15.03.14 Industrial Land Uses, Section 15.02.51 and 15.02.52 Medium and Heavy Industrial Zoning District, and Section 15.06.06 Off-Street Parking and Traffic Circulation: Adding a Medium Industrial Land Use Category and Associated References

#### Section 15.03.14 Industrial Land Uses

(6) Medium Industrial: Facilities where the majority of operations, with the exception of loading and some outdoor storage of raw materials or finished products, are conducted entirely within an enclosed building. Such land uses are not associated with nuisances such as odor, noise, heat, vibration, and radiation which are detectable at the property line, and do not pose a significant safety hazard (such as danger of explosion). Examples include, but are not limited to manufacturing and or assembly of clothing, furniture, cabinetry, electronic components, motorized equipment assembly, production of plastic products and components from plastic pellets and related material refined or produced off-site, and mass-produced arts and crafts. These land uses may conduct indoor sales as an accessory use provided that the requirements of Section 15.03.10(3) are complied with.

(a) All outdoor activity areas shall meet the requirements for Outdoor Storage (Section 15.03.16(2) or 15.03.28(17)), be located a minimum of 100 feet from residentially zoned property and be surrounded by a bufferyard minimum opacity of 0.5 along all borders of the outdoor activity abutting properties which are not zoned MI or HI.

(b) In no event shall the storage of items reduce or inhibit the use or number of parking stalls provided on the property below the requirement established by the provisions of (c), below. If the number of provided parking stalls on the property is already less than the requirement, such storage area shall not further reduce the number of parking stalls already present.

(c) Minimum required parking: One space per each employee on the largest work shift.

#### Section 15.02.51: (MI) Medium Industrial Zoning District

(2) Principal Uses Permitted by Right. Refer to Article II for detailed definitions and requirements for each of the following land uses.

(n) Medium Industrial

(3) Principal Uses Permitted as Conditional Use. Refer to Article III for detailed definitions and requirements for each of the following land uses.

(n) Outdoor Storage and Wholesaling

#### Section 15.02.51: (HI) Heavy Industrial Zoning District

(2) Principal Uses Permitted by Right. Refer to Article II for detailed definitions and requirements for each of the following land uses.

(n) Medium Industrial

#### Section 15.06.06: Off-Street Parking and Traffic Circulation

Figure 15.06.06a: Number of Off-Street Parking Spaces Required by Land Use

Light Industrial	1 space per each employee on the largest work shift.	1.25 spaces per each employee on the largest work shift.
<u>Medium Industrial</u>	<u>1 space per each employee on the largest work shift.</u>	<u>1.25 spaces per each employee on the largest work shift.</u>
Heavy Industrial	1 space per each employee on the largest work shift.	1.25 spaces per each employee on the largest work shift.

#### **5. Section 15.03.28(4)(i) Home Occupation Accessory Land Uses: Clarifying Permitted Home Occupation Vehicles**

(i) One business-related truck, van, or trailer is permitted per Home Occupation Permit. No vehicle larger than one-ton capacity truck or van that is used in conjunction with a home occupation shall be stored on the premises or parked on adjacent residential streets. This prohibition shall also include specialized mobile equipment. Trailers will be allowed to park on the residential street provided that a home occupation permit is approved, the trailer is registered, and a fee paid, and the trailer is safely parked adjacent to the permitted property.

**6. Section 15.06.06(12)(a)3.c.i. Off-Street Parking and Circulation: Correcting Consistency on Single-Family and Two-Family Uncovered Parking Spaces (Not Located in Driveways)**

i. Paved pads surfaced with concrete, or asphalt, and/or gravel may be used for recreation equipment trailer storage and/or residential utility trailer storage in any provided interior side yard or rear yard.

**7. Section 15.06.06(19) Off-Street Parking and Circulation: Clarifying Surfacing Standards**

- (a) All off-street parking, loading, and traffic circulation areas outside of the right of way shall be graded and surfaced so as to be dust-free and properly drained and shall be paved with a hard, all-weather or other surface to the satisfaction of the City Engineer. Acceptable pavement types include asphalt (4" minimum) or concrete (4" minimum). All ~~driveways~~ driveway approaches and parking areas located within the right of way shall be surfaced with a minimum thickness of 8 inches of base over 4 inches of asphaltic concrete, or 6 inches of base under 6 inches of concrete. Subbase conditions may require the use of geotextiles, drainage, or additional base to ensure longevity of the asphalt or concrete surface coarse.
- (b) The following shall be exempt from these surfacing requirements:
  - 1. Driveways in the RH-35 district shall be exempt except for the first 20 feet of the driveway closest to the right-of-way, which shall be asphalt or concrete.
  - 2. All agricultural land uses (Section 15.03.26).
  - 3. Enclosed and screened outdoor storage areas. When such uses are discontinued, the area(s) shall comply with the surfacing requirements of Subsection (a), above, or shall be returned to vegetative ground cover.
- (c) All new and replacement approaches ~~driveway installation and driveway maintenance, including replacement of driveway pavement,~~ shall install the required public sidewalk through the street terrace upon surfacing and follow all requirements in subsection (a) above.

**8. Section 15.06.06(21)(c) Limitations on Uses of All Off-Street Parking Areas: Clarifying Vehicle Parking Prohibited Specifically in Residential Areas**

- (c) Vehicles or equipment not normally associated with a residential use shall not be parked or stored outdoors on a residential property unless a Home Occupancy Permit has been issued (See Section 15.03.28(4)). On a nonresidential property, such vehicles or equipment shall not be parked or stored outdoors, except in areas identified on an approved site plan for the purpose of heavy vehicle parking or an Outdoor Storage land use. Such vehicles or equipment include but are not limited to:
  - 1. Construction equipment such as bulldozers, backhoes, skid steers, and forklifts shall not be kept on any lot being used for a residential land use
  - 2. Dump and stake body style trucks
  - 3. Cube type vans and trucks
  - 4. Landscaping business equipment such as tractors, tree spades, graders, and scrapers shall not be kept on any lot being used for a residential land use
  - 5. Semi-~~trailers and~~ tractors

6. Concession, vending, and catering trailers
7. Commercial/industrial equipment trailers and lifts shall not be kept on any lot being used for a residential land use
8. Tow trucks, wreckers, or car carriers only capable of carrying a single vehicle, except for 1 light-duty tow truck (not a roll back, flat bed, or carrier type) with a gross vehicle weight not exceeding 12,000 pounds, may be parked on a residential lot when on call, operating under the rotating call list established and kept by the City of Fort Atkinson Police Department
9. Amusement rides and similar vehicles shall not be kept on any lot being used for a residential land use

## 9. Section 15.06.40(5) and (6) Fencing Standard Design and Materials: Clarifying Fencing Standards

### (5) Design and Materials.

3. Rules Related to Specific Materials.
  - a. Permanent chicken wire fences or snow fences shall not be used.
  - b. Non-corrugated, solid metal fences are permitted in the LI, MI, HI, IOS, IOC, AO, and EX zoning districts within the rear or side yards.
  - c. Wire mesh and ~~non-coated/non-galvanized~~ chain link fencing is not permitted within front or street yards and shall not extend toward the street beyond the front of the building in the SR-2, SR-3, SR-5, SR-7, MH-7, DR-8, TF-10, MRL-8, MRM-12, MRH-30, and CON zoning districts, except when used in conjunction with parks, schools, airports, or other institutional uses. All other zoning districts are exempt from this requirement.
  - d. Barb wire fencing or similar security fencing shall be permitted only on the top of security fencing in the rear or side yards when located at least 6 feet above the ground and shall be permitted only in the LI, MI, HI, IOS, and EX districts. Such fences shall meet the setbacks for the principal structure.
  - ~~e. Coated chain link fences shall have a minimum 9 gauge thickness, and a top rail support is required. Coated chain link fences shall not be permitted in front or street yards and shall not extend toward the street beyond the front of the building.~~

### (6) Height.

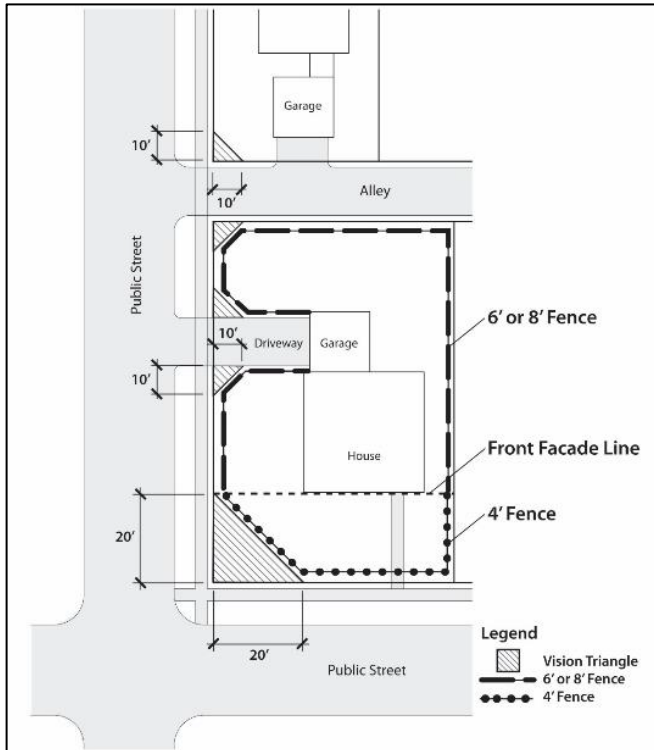
- (d) Maximum Height. The maximum height of any fence panel, landscape wall, or decorative post shall be the following:
  3. In the LI, MI, HI, IOS, IOC, AO, and EX zoning districts
    - a. 4 feet when located within the required or provided front yard or street yard, whichever is closer to the street.
 

1. In the LI, MI, HI, IOS, IOC, and EX zoning districts security fencing height can be increased to 6 feet provided the fence is decorative in style, as determined by the Zoning Administrator.
    - b. 8 feet within the side yard or rear yard, but not in the required front yard or beyond the front façade of the principal building.

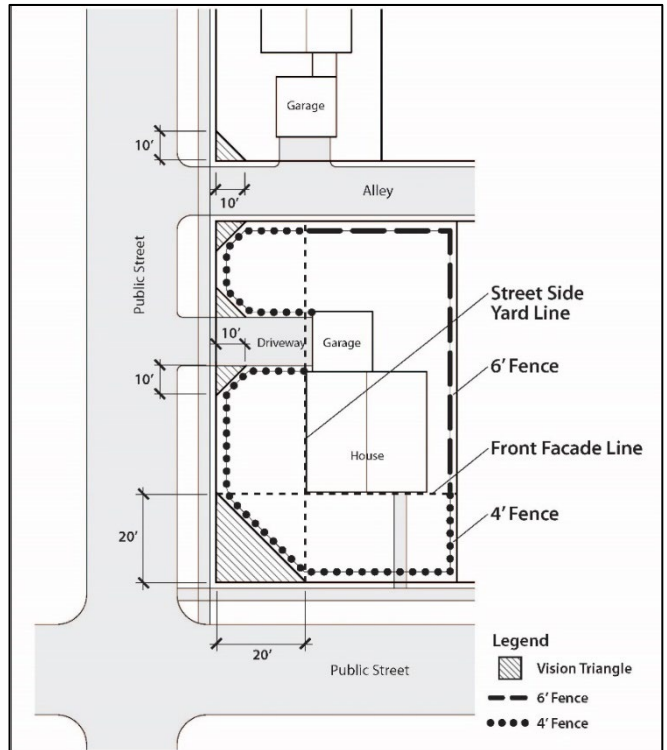
- c. Where permitted in rear or side yards, barb wire fencing or similar security fencing on top of fences shall not extend higher than 3 feet beyond the top of the fence.

**10. Section 15.06.40 - Figure 15.06.40(c) Fencing Standard Design and Materials: Correcting Fence Standard Graphic Error to Match Text**

**Existing Figure 15.06.40(c)**



**Proposed New Figure 15.06.40(c)**



**11. Section 15.06.42(8) Swimming Pools: Matching Swimming Pool Requirements to Building Code and Building Practices**

- (8) Enclosure. Pools within the scope of this Section that are not enclosed with a permanent building shall be completely enclosed by a fence of sufficient strength to prevent access to the pool. Such fence or wall shall not be less than 46 feet in height and not less than 4 feet from the pool edge, and constructed not to have voids, holes, or openings larger than 4 inches in one dimension. Maximum height for such fences or walls is 6 feet from ground level. ~~Pools with walls less than 72 inches tall as measured from ground level on the outside edge of the wall shall be required to provide this fence.~~ Gates or doors shall be equipped with self-closing and self-latching devices located at the top of the gate or door on the pool side of the enclosure, except the door of any residence that forms a part of the enclosure. ~~This Section shall not apply to existing fences on the date of adoption of this Chapter at least 40 inches in height that otherwise comply with this Section.~~

- (a) Pools shall not be required to have a fence if each side of the pool structure is a minimum of 54 inches tall and a removable ladder or gate is provided, or the pool structure is less than 54 inches tall but has approved wall height extensions and a removeable ladder or gate is provided, as approved by the Zoning Administrator.

~~(a)~~(b) This Section shall not apply to existing fences on the date of adoption of this Chapter at least 48 inches in height that otherwise comply with this Section.

**12. New Section 15.06.51 Building Maintenance on Private Property: Adding Missing Provision From Past Zoning Ordinance (old zoning code 15.5.7)**

(1) The following shall apply to all private property in the City of Fort Atkinson:

(a) It is unlawful to retain a building or structure in violation of the adopted building and housing code.

(b) It is unlawful to allow a building or structure to become substantially deteriorated through poor or no maintenance so that the structural integrity of the building becomes a health and/or safety concern.

(c) All exterior surfaces of a building or structure that are not inherently resistant to deterioration shall be treated periodically with a protective coating of paint or other suitable preservative that will provide adequate resistance to weathering and maintain an attractive appearance.

(d) Violations of this Section will be subject to the penalties provided in section 15.10.60.

**13. Section 15.07.50(c)1.a.-c. Special Area Design Review: Correcting Naming Typo to Provide Consistency with Section**

1. There are three categories of review in this district:

a. **Project-Renovation Review** (renovation of the exterior appearance of a property such as repainting, re-roofing, residing or replacing with identical colors, finishes, and materials)

b. **Design Alteration Review** (change only in the exterior appearance of a nonresidential or multi-family property such as painting, roofing, siding, architectural component substitution, fencing, paving, or signage)

c. **Renovation-Project Review** (modification to the physical configuration of a property such as the erection of a new building, the demolition of an existing building, or the addition or removal of bulk to an existing building)

**14. Section 15.08.10(2) Landscaping Applicability: Simplifying Confusing Language**

(2) Any use for which Planning Commission approval is required under Section 15.10.20 shall provide landscaping in accordance with the regulations of this Section, including the following development:

(a) New buildings and paved areas

(b) Expansions of existing buildings or paved areas. In the case of expansions, only the new portion of the building or paved area shall provide landscaping per the requirements of this Article. that exceed 50 percent of the existing floor area of the building

(c) ~~Expansions of paved areas that exceed 50 percent of the existing paved area.~~  
1. In the case of expansions, only the new portion of building or paved area shall provide landscaping per the requirements of this Article.



**15. Section 15.09.11(1) Figure 15.09.01(1)B.1. Permanent Business Sign Group: Clarifying Lighting for Wall Signs**

Wall Sign

- Sign Lighting Allowed: ~~Ambient, backlit, or gooseneck~~ Standard <sup>12,13</sup>

**16. Section 15.09.11(1) Figure 15.09.01(1)D.4. Permanent Business Sign Group: Permitting an Additional Order Board Sign with Multiple Drive-Through Lanes**

Order Board Signs

- Number of Signs Allowed: ~~1 for each business~~ 1 sign per drive-through lane
- Sign Area and Height: ~~24 sf area/8 ft height~~ 48 sf area/8 ft height<sup>10</sup>
- Footnote 10: Order Board Signs shall conform to the location requirements for Drive-Through and In-Vehicle Sales or Service land uses. See Section 15.03.10(10). A maximum total of 96 sf of total Order Board Signs is permitted per business.

**17. Section 15.02.84(4), 15.03.26(7)(b), 15.06.03(3), 15.06.05(3), 15.06.06(3), 15.06.42(3), 15.07.01(3): Making Site Plan Review Procedures Consistent Throughout the Zoning Ordinance**

15.02.84(4): Airport Height limitations Overlay Zoning District: Site Plan Approval

- (a) No structure shall hereafter be constructed or located that exceeds the height indicated in any zone created by subsection (2) of this Chapter until the owner or his or her agent shall have applied in writing and obtained Site Plan Approval (Section 15.10.42) from the ~~Plan Commission~~ Zoning Administrator and City Engineer. Application for Site Plan Approval shall meet all requirements of Section 15.10.42, in addition to indicating the purpose, with sufficient information to determine whether such structure would conform to the regulations herein prescribed.

15.03.26(7)(b) Market Garden Land Use: Site Plan Approval

- (b) A site plan shall be submitted to the ~~Plan Commission~~ Zoning Administrator, for approval. Said site plan shall list the property owner, established sponsoring organization, and garden manager, and demonstrate consideration for and indicate locations of structures, materials storage, equipment storage, access for deliveries and pickups, water availability, shaded rest area, and availability of public parking.

15.06.03(3) Vehicle Access Standards: Site Plan Approval

- (3) Review and Approval. Through the site plan review process (see Section 15.10.42), the ~~Plan Commission~~ Zoning Administrator and Engineering Department, shall review and approve all proposed driveways and other access points on the subject property. See Chapter 90 of the Fort Atkinson Municipal Code.

15.06.05(3) Visibility Standards: Site Plan Approval

- (3) Review and Approval. Through the site plan review process (see Section 15.10.42), the ~~Plan Commission~~ Zoning Administrator, shall review and approve all development for conformance with this Section.

15.06.06(3) Off-Street Parking and Traffic Circulation: Site Plan Approval

- (3) Review and Approval. Through the site plan review process (see Section 15.10.42) the ~~Plan Commission~~Zoning Administrator, shall review and approve all development for conformance with this Section.

15.06.42(3) Swimming Pools: Site Plan Approval

- (3) Review and Approval. Any pool requiring excavation below 1-foot of the existing grade is subject to site plan review. The ~~Zoning Administrator~~Plan Commission shall review and approve all development for conformance with this Section through the site plan review process (see Section 15.10.42).

15.07.01(3) Exterior Building Design Standards: Site Plan Approval

- (3) Review and Approval. Through the building permit and/or site plan review process, the ~~Plan Commission~~Zoning Administrator shall be responsible and have authority to hear, review, and act upon all proposed exterior architectural plans for all proposed development.

**18. Section 15.10.32(18)-(19) Conditional Use Permit Procedures: Correcting Typo from Village to City**

18. Recording of Conditional Use Requirements. Except for conditional use approvals for temporary uses, a certified copy of the authorizing resolution, containing identifiable description and any specific requirements of approval, shall be recorded by the ~~City Village~~ with the Register of Deeds for the subject property. The ~~City Village~~ shall record modifications, alterations and expansions as well as expired or revoked conditional use permits.
19. Formerly Approved Conditional Uses. A use now regulated as a conditional use which was approved as a legal land use, either permitted by right or as a conditional use, prior to the effective date of this Title, shall be considered as a legal, conforming land use so long as the previously approved conditions of use and previously approved site plan are followed. Any modification of the previously approved conditions of use or site plan shall require application and ~~City Village~~ consideration under this Section.

**19. Section 15.10.20 – Figure 15.10.20a: Review and Approval Activities and Bodies: Clarifying Procedures for Consistency with Text of the Zoning Ordinance**

**Figure 15.10.20a: Review and Approval Activities and Bodies**

Application Process	Staff	Plan Commission	City Council	Board of Zoning Appeals	Historic Preservation Commission
Zoning Ordinance Amendment (§15.10.30)	RR	PH, RR	RE, A		
Zoning Map Amendment (§15.10.31)	PM*, RR	PH, RR	RE, A		
Conditional Use Permit (§15.10.32)	PM*, RR	RE, A		Appeal Only	RR**
Temporary Use Permit (§15.10.40)	RE, IP				
<u>Site Plan (§15.10.42)</u>	<u>RE, RR</u>	<u>A</u>			
Special Area Design Review (§15.10.43)	<u>See Figure 15.10.43a</u>			<u>Appeal Only</u>	
Group & Large Development (§15.06.02)	PM*, RR	RE, A	Appeal Only		RR**
Planned Unit Development (§15.10.44)	PM*, RR	PH, RR	RE, A		
Interpretation (§15.10.50)	RE, A			Appeal Only	
Variance (§15.10.51)	RR			PH, RE, A	
Appeal (§15.10.52)	RR			PH, RE, A	
Violations and Penalties (§15.10.60)	RE, A				
Official Mapping (§Wis. Stats. 62.23(6))	PM, RR	PH, RR	RE, A		
Land Interest Transfer	RE, A				
Land Division-CSM/no new lot (Chapter 70)	RE, A				
Land Division-CSM/new lot (Chapter 70)	RR	RE, A			
Land Division-Preliminary Plat (Chapter 70)	RR	RR	RE, A		
Land Division-Final Plat (Chapter 70)	RR	RR	A		
<del>Design Standard Variance (§</del>	<del>RR</del>	<del>RE, A</del>			<del>RR**</del>
Historic Preservation: Landmarking (Chapter 42)	PM, RR	RR	RE, A		PH, RR
Historic Preservation: Certificate of Appropriateness (Chapter 42)	RE, A		PH, A, Appeal Only		PH, RE, A
RE = Review and Evaluate IP = Issues Permit RR = Review and Recommend PH = Public Hearing PM = Public Meeting A = Final Action					

*Figure and footnotes continued on the following page.*

**Figure 15.10.20a: Review and Approval Activities and Bodies, Continued**

Application Process	Staff	Plan Commission	City Council	Board of Zoning Appeals	Historic Preservation Commission
Planning Document/Plans	PM, RR	RR	RE, A		RR**
Annexation (Wis. Stats. 66.0217)	RR	PH, RR	RE, A		
Attachment		Refer to Adopted Agreement			
Street Vacation/Discontinuance (Wis. Stats. 66.1003)	RR	RR	PH, RE, A		
Floodplain Map Amendment (Chapter 30)		Refer to Wisconsin DNR/FEMA			
Privilege in the Right-of-Way (Wis. Stats. 62.23)	RE, A				
Easement Acceptance/Release (Wis. Stats. 62.23)	RE, A				
Sign Permit (§15.09)		See Figures 15.09.11(1)-(4)			
Building Permit	RE, IP	See Chapter 18 of the Municipal Code			
Certificate of Occupancy	RE, IP	See Chapter 18 of the Municipal Code			
Community Living Arrangement Occupancy Permit (§15.10.33)	RE, IP				
RE = Review and Evaluate IP = Issues Permit RR = Review and Recommend PH = Public Hearing PM = Public Meeting A = Final Action					

*Note: This table is not exhaustive. Some procedures may not be covered within this table.*

*\* If determined to be necessary by the Zoning Administrator.*

*\*\* Historic Preservation Commission review and recommendation necessary if site/building is locally landmarked, individually listed or part of the State or National Register of Historic Places.*

## 20. Section 15.10.42(2) Site Plan Review and Approval Procedures: Clarifying Site Plan Approval Procedures

(2) Applicability. Site plan review and approval shall be required for changes to site characteristics in Subsections (4)(c) through (i) including ~~redevelopment, expansion, and new nonresidential development, and residential development containing 3 or more units, except for the following:~~ all multi-family residential, mixed use, commercial, industrial, institutional, storage, transportation, telecommunications, extraction and disposal, and energy production land uses where new or replacement structures or uses are proposed that are governed by this ordinance. Some other residential land uses and some accessory land uses may be subject to Site Plan review and approval.

~~(a) Residential accessory buildings, decks, and landscape features that do not affect site drainage patterns.~~

~~(b) Fences.~~

~~(c) Uses within a Specific Implementation Plan in a Planned Development in accordance with the procedures of Section 15.10.44, provided that the Specific Implementation Plan provides a similar level of detail and range of plans as a typical site plan submittal required under this Chapter.~~

- (a) The degree of change shall be evaluated by the Zoning Administrator and City Engineer during the pre-application conference. Both must indicate in writing, submitted to the applicant, the change requires review by Plan Commission.



## MEMORANDUM

**DATE:** July 6, 2023

**TO:** Fort Atkinson City Council

**FROM:** Rebecca Houseman, City Manager

**RE:** Review and possible action relating to proposals for the Fire Chief Recruitment Process

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### BACKGROUND

In April 2023, Fire Chief Daryl Rausch submitted a letter indicating that he would be retiring from the City of Fort Atkinson and exploring a new opportunity in Minnesota. His last day with the City was June 23, 2023.

On June 1<sup>st</sup>, the Police and Fire Commission authorized staff to issue a Request for Proposals (RFP) for recruitment services to assist staff and the PFC in attracting a top-quality candidate to fill this role. As staff indicated at the time, there is no additional staff capacity to run a recruitment of this magnitude internally. Also at the June 1<sup>st</sup> meeting, the PFC promoted Division Chief Mike Lawrence to the position of Interim Fire Chief until such time that a Fire Chief is appointed.

Staff issued the attached RFP on June 2<sup>nd</sup> with a deadline of June 23<sup>rd</sup> at 5:00 p.m. Five companies submitted proposals by the deadline for consideration by the PFC:

- McMahan
- McGrath Consulting Group
- GovHR USA
- CPS HR Consulting
- Angels Recruiting Agency

### DISCUSSION

At the PFC meeting on June 27<sup>th</sup>, the PFC reviewed the five proposals and the summary table attached to this memo. After significant discussion about the quality of the proposals and the experience of the firms, the PFC recommended that the City Council hire GovHR for \$26,000. The PFC also recommended that the additional service of the Assessment Center be kept as an option to differentiate between final candidates if necessary.

The PFC recommended GovHR based on the following factors:

1. The proposal met the requirements of the RFP, including an estimated number of hours to complete the tasks, a sample recruitment brochure, and a sample agreement;

2. The firm's thorough approach outlined in the proposal, which includes information-gathering and position assessment;
3. The firm exclusively recruits for the public sector and has a vast network of potential candidates throughout Wisconsin and the Midwest;
4. Recruiter Tim Sashko has vast experience in the Fire field as well as recruiting in Wisconsin for Fire Departments of various sizes and complexities;
5. Mr. Sashko provided additional thoughts on the challenges in recruiting Fire Chief's in today's market and offered ways to overcome those challenges; and
6. Staff performed successful reference checks for Wisconsin clients in South Milwaukee, Menomonee Falls, and Beloit.

### **FINANCIAL ANALYSIS**

The proposal from GovHR is one of the most expensive received; however, the PFC recommended hiring the firm due to the reasons outlined above. Staff identified roughly \$40,000 of available funds in the Fire Department salaries account due to the departure of Chief Rausch for the remainder of the year. Staff proposes to use funds from this account (01-52-5231-0100) to pay for recruitment services.

### **RECOMMENDATION**

Staff recommends the City Council authorize the City Manager to execute the contract with GovHR for Fire Chief recruitment services for \$26,000, with funds from the Fire Department Salaries account (01-52-5321-0100), along with retaining the option to add an Assessment Center to the process for an additional \$8,500 if needed as determined by the Hiring Committee (Police and Fire Commission and City Manager).

### **ATTACHMENTS**

Request for Proposals; McMahon Proposal; McGrath Consulting Group Proposal; GovHR Proposal and Assessment Center information; CPS HR Consulting Proposal; Angels Recruiting Agency Proposal; City of Fort Atkinson Fire Chief Recruitment Proposals – Summary Table

# Proposal For Professional Consulting Services

## Executive Selection of Fire Chief

Prepared for The City of



June 6, 2023

Prepared By  
Lori Gosz, Senior Public Management Team Leader  
Jeffrey R. Roemer, Public Safety Manager

**McMAHON**  
ENGINEERS ARCHITECTS

1445 McMAHON DRIVE | NEENAH, WI 54956  
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[Public Safety & Municipal Management](#)



# Proposal For Professional Consulting Services

## Executive Selection of Fire Chief

Prepared for The City of



Prepared By  
McMahon Associates, Inc. | NEENAH, WISCONSIN  
June 6, 2023

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ATTACHMENTS  
2023 McM Fee Schedule  
2023 McM Reimbursable Expenses  
Fort Atkinson Price Proposal



Public Safety & Municipal Management

June 6, 2023

City of Fort Atkinson  
Attn: Rebecca Houseman, City Manager  
101 North Main Street  
Fort Atkinson, WI 53538

Dear Ms. Houseman,

We are pleased to submit a proposal for Executive Selection for the City of Fort Atkinson. Our teams' passion for Public Management and working with Municipal Officials provides the basis for our interest in submitting this proposal. The McMahon Associates, Inc. (McMAHON) team of consultants will not only meet your expectations and has extensive Executive Selection experience.

McMAHON's Public Safety and Municipal Management Group has national and international public sector consulting experience. Most of our clients are public sector entities: municipalities, counties, tribes, or special districts. Our team of consultants are all senior level staff and are either current or former municipal management practitioners. An important component of our approach is frequent communication with the City Administration.

Our extensive operational and strategic experience in the public management area uniquely qualifies us for a project of this nature. The team has management, operational, technical, and consulting experience with all types of municipal and public management experience.

Thank you again for the opportunity to submit this proposal. If you have any questions or desire to schedule a meeting where we can present our proposal in more detail and answer any questions, please feel free to contact me at 920-875-0501 or by email at [lgosz@mcmgrp.com](mailto:lgosz@mcmgrp.com). We look forward to working with you on this important project!

Respectfully,  
McMahon Associates, Inc.

A handwritten signature in black ink, appearing to read "Lori Gosz".

Lori Gosz  
Senior Public Management Team Leader  
JRR:kmh

A handwritten signature in black ink, appearing to read "Jeffrey R. Roemer".

Jeffrey R. Roemer  
Public Safety Manager

# Qualifications

McMAHON provides professional, high quality public management consulting, project management and other related services to organizations throughout the United States and abroad. Our consultants have served the needs of numerous municipalities throughout the United States and remain very active with several public safety and government related organizations including:

- Wisconsin City/County Management Association
- International City/County Management Association
- Wisconsin State Fire Chiefs Association
- International Association of Fire Chiefs
- International Association of Police Chiefs
- Association of Public Safety Communications Officials
- Paramedic Systems of Wisconsin
- National Emergency Number Association
- National Police Protection Association
- Wisconsin Society of Certified Public Managers
- Wisconsin State Police Chiefs Association
- Wisconsin Association of Public Safety Communications Officials

Our consultants possess in-depth knowledge of relevant aspects of public service, which includes administration, communications, organization, labor relations, human resources, economics, and standards. This knowledge allows us to provide clients with an intellectual and objective analysis of the information received. This information is then presented in an easily understood format, allowing policy boards to make knowledgeable and informed decisions.

Project progress is measured against an established work plan, timetables, budget, and list of deliverables. Project methodology includes frequently scheduled progress meetings to discuss progress as well as new or unanticipated issues. The work plans are focused, coordinated, and logical. Project team members are also available throughout the duration of the project.

Our approach to this project requires a clear understanding of the current City of Fort Atkinson Public Safety organization, staffing, operations, administration, planning, and related concerns. The key elements of our methodology include:

- A clear understanding of the project background, complex issues involved and the goals and objectives.
- A work plan that is comprehensive, well designed, practical and provides for ample opportunity for client input.
- Sufficient resources and a commitment to successfully completing the project within the desired time frame and at a reasonable cost.

## **Client Input**

To complete a comprehensive Executive Selection Process and make specific recommendations, it is critical that we receive quality information from officials, staff, and members of the City of Fort Atkinson. Accordingly, our approach includes regular meetings with Administration, along with associated agencies that would have valuable information to communicate to the Service.

## **Practical Recommendations**

Our goal is to provide you with recommendations that can be used now, and in the future, to improve the efficiency and effectiveness of the City of Fort Atkinson Fire Department during this transition. These recommendations need to be based on industry standards and legal considerations.

## **Project Management**

A successful assessment and the provision of effective recommendations requires a special effort to ensure that all levels of the project receive adequate attention and those findings and recommendations are thoroughly coordinated. This is accomplished by the development and adherence to a project work plan, clear management team assignments and frequent communications with City Administration.

## **Preliminary Planning and Development of Candidate Profile**

- Meet with the Police and Fire Commission and City Manager to discuss our recruitment approach, strategy, and methodology. During this meeting we will also discuss salary, benefits, and other terms of employment so that we can be clear to potential candidates regarding the expectations of the Police and Fire Commission and City Manager.
- Interview the members of the Police and Fire Commission, City Manager, Department Heads and other appropriate officials and staff for input on needed Fire Chief qualifications.
- Provide a questionnaire to be completed by elected officials, staff members and other potential stakeholders asking for their ranking of key management characteristics that will be used to develop the core position profile.
- Document and develop City's expectations for the position and characteristics deemed desirable in the candidate that will be necessary to continue to provide excellence in municipal services.
- Develop a candidate profile for the Fire Chief position and a community profile to attract top quality applicants.

## **Advertising/Candidate Search**

- Develop the Fire Chief position advertisement based on the City's candidate profile.
- Recommend effective publications and announcement networks, avoiding those we have found costly and ineffective.
- Place advertisements to obtain national exposure for the position.
- Pursue potential candidates through firm resources and networks (i.e., websites inside and outside of Wisconsin, state, regional and national contacts we have developed over the years).

## **Resume Review**

- Serve as the point of contact between candidates, the Police and Fire Commission and City Manager (Search Committee), answering candidate's questions and providing additional information to candidates.
- Review all resumes and match qualifications as indicated on resumes to the candidate profile and position requirements.
- Summarize applicant information in an easy-to-read format for the Search Committee to review.

## **Pre-Qualify Candidates**

- Facilitate a meeting with the Search Committee to review and narrow the list of applicants to ten (10) maximum for personal contact (first cut).
- McMAHON will conduct telephone/virtual interviews with the first cut applicants.
- Based on the telephone/virtual interviews, we will develop a summary of first cut applicants for the Search Committee review.

- We will facilitate a meeting with the Search Committee to narrow the list of applicants to the top three to five (3 to 5) candidates (second cut) for further consideration.

### **Personal Interviews**

- We will provide the Search Committee with a list of appropriate interview questions and conduct a brief interview training session to discuss those questions they can and cannot ask by law, to avoid any legal entanglements.
- Schedule interviews with candidates.
- Facilitate candidate interviews and make all necessary interview arrangements.
- Review interview results with the Search Committee after the interviews are completed.
- Offer our professional observations and assist the Police and Fire Commission and City Manager in reaching a consensus on a finalist through a facilitated meeting process which is designed to identify the strengths, weaknesses, and cultural fit of the finalists.

### **Pre-Employment Checks of Finalist**

- Verify past employment history.
- Obtain 3 - 5 professional references of finalist (our vast network of contacts in the municipal management profession frequently allows us to obtain references beyond that which is provided by the applicant).
- Verify academic credentials of finalist.
- Conduct a criminal, internet, and financial background check of the finalist.

### **Employment Contract Negotiations**

- Obtain authority from the Police and Fire Commission and City Manager on the acceptable range of salary, benefits, and other conditions of employment to offer to the finalist.
- Negotiate the employment agreement within the parameters established by the Police and Fire Commission and City Manager.
- Draft the formal employment agreement for consideration by the Police and Fire Commission and City Manager and applicant.

### **Employment Transition**

- We will meet with the current Fire Chief, Police and Fire Commission and City Manager (separately if desired) to discuss immediate and on-going issues in which the City is involved.
- We will work with the Fire Chief finalist to ensure that he/she understands these issues and has a prioritized list that must be addressed to have a smooth transition.

# Project Fee / Schedule

## Project Fee

McMahon Associates, Inc. proposes to provide the Scope of Services described in this Proposal for the Executive Search Services as follows:

*Lump Sum not to exceed:     \$16,000*

The breakdown of McMAHON hours for the various recruitment activities are based on estimates of what we know about the engagement at this time. Hours are flexible should circumstances require. The number of candidates in the pool will also have an impact on the consultant hours allocated for the project.

- Meetings to flesh out desired candidate qualifications and management qualities, conduct survey with City stakeholders, prepare Candidate and Community Profile.
- Develop advertisement, advertising plan and place advertisements.
- Candidate Outreach – in state. Includes developing written correspondence and phone calls to potential candidates.
- Applicant screening – review all resumes, contact candidates for clarification of information provided, check candidate resumes against desired qualifications and prepare candidate summary report to Search Committee.
- Phone/Skype and on-site interviews, both 1st and 2nd rounds, includes question development, Search Committee interview training, question/exercise preparation for each round, participation in the interviews and community meet and greet.
- Prepare and negotiate Conditional Offer of Employment, Employment Agreement preparation, attend Board meeting.

Upon acceptance of this Proposal, McMAHON will prepare an Agreement incorporating the Scope of Services and terms outlined here. All services will be provided in accordance with our General Terms & Conditions, dated March 19, 2020, which will be incorporated into the Agreement for reference.

Invoices will be sent in four equal payments.

## Project Schedule

McMAHON has the staff available to begin this project immediately upon award. Based on our prior experience in projects like that requested in the RFP, recruitment and selection services of this nature typically will take 3 - 4 months to complete, plus any additional transition time needed for an individual to move to the area and begin employment.

Weeks	1-4	5-8	9-12	13-16
Preliminary Planning/Development of Candidate Profile				
Advertising/Candidate Search				
Resume Review				
Pre-Qualifying Candidates				
Personal Interviews				
Pre-Employment Checks of Finalists				
Employment Contract Negotiations				
Employment Transition				



# Project Team / Resumes

Personnel assigned to this project are selected from McMahon Associates, Inc. (McMAHON). The Project Manager supervises the Project Team and clerical personnel support the team. The combined resources ensure that the client receives the best possible combination of professional attention.

## Lori M. Gosz – Senior Public Management Specialist

Lori will serve as the project manager. She is a self-motivated, results driven professional with over 25 years of municipal management experience in Northeast Wisconsin. A people, process and solution-oriented leader who appreciates the needs of the local government. Her focused experience is in human resource management, data research and analysis, operational and organizational studies, compliance to federal, state, and local regulations. She has worked successfully with the Wisconsin Department of Administration, Department of Natural Resources, and Department of Transportation on grant funding and administration of numerous projects.

## Ed M. Henschel – Public Management Specialist

Ed is a Public Management Specialist with 40 years of municipal management experience. Prior to joining McMAHON, he served as a City Manager for 30+ years, serving municipalities in Wisconsin and Michigan. He was the Executive Director of the Wisconsin City/County Management Association for 10 years. He also has 20 years of municipal consulting experience conducting municipal recruitments, consolidation studies, department operation reviews, and labor negotiations. As a consultant, he has specialized in shared service and consolidation studies as well as management reviews for a wide range of municipal departments. In 2019 he published a book entitled Municipal Shared Service and Consolidation Handbook.

## Kevin I. Bierce – Senior Public Safety Specialist

Chief Bierce has been the Fire Chief for the City of Pewaukee Fire Department since 2008 where he oversees all emergency operations. Prior to becoming Chief, he worked in various positions to include Assistant Chief, Division Chief of Prevention, Captain, and Lieutenant. As Division Chief of Inspections, Kevin worked to combine the building inspection department of two communities under the authority of the Fire Department to create the Building Services Division overseeing building, zoning, and plan review of all structures in the Village and City of Pewaukee. He is a licensed building official and serves by appointment of the Governor of Wisconsin on the Wisconsin Commercial Building Code Council, responsible for the oversight and review of the Wisconsin Building Codes.

#### Gerald W. Kudek – Public Safety Specialist

Gerald is an experienced and dedicated public safety professional with over 38 years of experience in the fire service. Starting as a paid-on-call firefighter, he advanced to a full time career and has served in every aspect of the fire department, from firefighter/EMT, Motor Pump Operator, Lieutenant in charge of Training, Battalion Chief, and to his last 10 years as Fire Chief. His strong leadership and relationship building skills were key as the department gained City Council approval of 9 new firefighter positions (without grant or referendum), as well as moving forward with new station construction and a station remodel. His areas of expertise include fiscal responsibility, problem solving, and innovative thinking.

#### Brian E. Zalewski – Public Safety Specialist

Brian is an accomplished and innovative leader with a robust industry network, offering expertise in public safety operations, emergency management, operational planning, and complex project management. He is an impactful team leader and proven professional communicator. Adept at combining motivational methods, team coordination, training and mentoring, strategic direction, and complex problem-solving to exceed the organization's objectives. Recognized and formally commended for excellent servant leadership, diversity, strong collaborative relationships, interpersonal skills and a reputation of integrity.

#### Mark D. Wiegert – Public Safety Specialist

Mark is a collaborative team leader with more than 30 years of law enforcement experience. During this time, Mark conducted complex investigations, background checks, the management of a multimillion-dollar budget and overseeing a staff of 70 people. He also served as an Emergency Medical Technician and firefighter for nearly 20 years with a paid-on-call service.

#### Jeffrey R. Roemer – Public Safety Manager

Jeff manages the PS&MM Division and will be a major resource for the entire project. He has over 35 years of experience in public safety and is currently Public Safety Manager of the Public Safety & Municipal Management Group for McMAHON. Jeff is a certified public manager and has been providing full-time public safety management consulting for the last 24 years. He worked as a Fire Chief, Police Chief, EMS Director, and Emergency Management Director before moving into public management consulting. He has worked with over 300 public safety clients nationwide and internationally.

## VILLAGE OF PALMYRA

Executive Selection, Police and Fire Chief/Public Safety Director

Kathleen Weiss, Village President

[Villpres@vi.palmyra.wi.gov](mailto:Villpres@vi.palmyra.wi.gov)

262-495-8294

## TOWN OF BUCHANAN

Executive Selection, Town Administrator and Management Counsel

Karen Lawrence, Supervisor 1

[Supervisor1@townofbuchanan.wi.gov](mailto:Supervisor1@townofbuchanan.wi.gov)

920-734-8599

## CITY OF WAUPACA

Executive Selection, City Treasurer and Management Counsel

Aaron Jenson, City Administrator

[ajenson@cityofwaupaca.org](mailto:ajenson@cityofwaupaca.org)

715-258-4411

## VILLAGE OF UNION GROVE

Executive Selection, Administrator

Steve Wicklund, Village President

[swicklund@uniongrove.net](mailto:swicklund@uniongrove.net)

262-878-1818

## CITY OF WISCONSIN DELLS

Executive Selection and Police Management Counsel

Karen Terry, Administrator

[kterry@dellscitygov.com](mailto:kterry@dellscitygov.com)

608-254-2012 X403

## CITY OF WAUTOMA

Police Chief Selection

Tommy Bohler, Administrator

[tommybohler@cityofwautoma.com](mailto:tommybohler@cityofwautoma.com)

920-787-4044

CITY OF CHILTON, WISCONSIN  
Executive Recruitment and Interim Services  
Tom Reinl, Mayor  
[chiltonmayor@chiltonwi.com](mailto:chiltonmayor@chiltonwi.com)  
920- 849-2451

CITY OF NEW HOLSTEIN, WISCONSIN  
Management Counsel and Executive Selection of Police Chief  
Cullen Peltier, City Administrator  
[cullenp@cnhwi.org](mailto:cullenp@cnhwi.org)  
920- 898-5766

CITY OF RHINELANDER, WISCONSIN  
Executive Selection, City Administrator  
Kristopher Hanus, Mayor  
[khanus@rhinelanderwi.us](mailto:khanus@rhinelanderwi.us)  
715- 365-8600



## FEE SCHEDULE | 2023

McMahon Associates, Inc.

Effective: 01/01/2023

LABOR CLASSIFICATION	HOURLY RATE
Principal	\$196.00
Senior Project Manager	\$196.00
Project Manager	\$139.00 - \$182.00
Senior Engineer	\$173.00 - \$186.00
Engineer	\$93.00 - \$164.00
Senior Engineering Technician	\$127.00 - \$140.00
Engineering Technician	\$80.00 - \$116.00
Senior Architect	\$166.00 - \$186.00
Architect	\$130.00 - \$155.00
Senior Land Surveyor	\$124.00 - \$163.00
Senior Public Management Specialist	\$155.00
Public Management Specialist	\$127.00
Senior Public Safety Specialist	\$155.00
Public Safety Specialist	\$127.00
Building Inspector Specialist	\$125.00
Land Surveyor	\$116.00
K-12 Administrative Specialist	\$118.00
Land Surveyor Technician	\$80.00 - \$103.00
Surveyor Apprentice	\$66.00
Erosion Control Technician	\$88.00
Senior Hydrogeologist	\$196.00
Senior Ecologist	\$187.00
Environmental Scientist	\$95.00 - \$107.00
Senior G.I.S. Analyst	\$159.00
G.I.S. Analyst	\$88.00 - \$108.00
Wetland Delineator	\$108.00
Senior Designer	\$136.00
Designer	\$87.00 - \$117.00
Senior On-Site Project Representative	\$117.00
On-Site Project Representative	\$53.00 - \$98.00
State Plan Reviewer	\$139.00
Certified Grant Specialist	\$141.00
Graphic Designer	\$104.00
Senior Administrative Assistant	\$90.00 - \$101.00
Administrative Assistant	\$80.00
Intern	\$42.00 - \$65.00
Professional Witness Services	\$357.00

This Fee Schedule is subject to revisions due to labor rate adjustments and interim staff or corporate changes.

### NEENAH, WISCONSIN CORPORATE HEADQUARTERS

Street Address:  
1445 McMAHON DRIVE  
NEENAH, WI 54956  
Mailing Address:  
P.O. BOX 1025  
NEENAH, WI 54957-1025  
Ph 920.751.4200 | Fax 920.751.4284  
Email: MCM@MCMGRP.COM  
Web: WWW.MCMGRP.COM

1700 HUTCHINS ROAD  
MACHESNEY PARK, IL 61115  
Ph 815.636.9590 | Fax 815.636.9591  
Email: McMAHON@MCMGRP.NET  
Web: WWW.MCMGRP.COM

952 SOUTH STATE ROAD 2  
VALPARAISO, IN 46385  
Ph 219.462.7743 | Fax 219.464.8248  
Email: MCM@MCMGRP-IN.COM  
Web: WWW.MCMGRP.COM

## REIMBURSABLE EXPENSES SCHEDULE | 2023

McMahon Associates, Inc.

Effective: 01/01/2023

DESCRIPTION	RATE
<b>REIMBURSABLE EXPENSES:</b>	
Commercial Travel	1.1 of Cost
Delivery & Shipping	1.1 of Cost
Meals & Lodging	1.1 of Cost
Review & Submittal Fees	1.1 of Cost
Outside Consultants	1.12 of Cost
Photographs & Models	1.1 of Cost
Misc. Reimbursable Expenses & Project Supplies	1.1 of Cost
Terrestrial Laser Scanner	\$1,500.00
<b>REIMBURSABLE UNITS:</b>	
Photocopy Charges - Black & White	\$0.08/Image
Photocopy Charges - Color / 8½" x 11"	\$0.45/Image
Photocopy Charges - Color / 8½" x 14" and 11" x 17"	\$0.75/Image
Mileage	\$0.75/Mile
Mileage - Truck/Van	\$1.05/Mile
All-Terrain Vehicle	\$60.00/Day
Global Positioning System (GPS)	\$21.00/Hour
Hand-Held Global Positioning System (GPS)	\$15.00/Hour
Robotic Total Station	\$20.00/Hour
Survey Hubs	\$0.45/Each
Survey Lath	\$0.80/Each
Survey Paint	\$6.00/Can
Survey Ribbon	\$3.00/Roll
Survey Rebars - 1¼"	\$10.00/Each
Survey Rebars - ¾"	\$3.25/Each
Survey Rebars - 5/8"	\$2.75/Each
Survey Iron Pipe - 1"	\$3.50/Each
Survey Steel Fence Post - 1"	\$5.00/Each
Control Spikes	\$1.75/Each

NEENAH, WISCONSIN  
CORPORATE HEADQUARTERS

Street Address:  
1445 McMAHON DRIVE  
NEENAH, WI 54956

Mailing Address:  
P.O. BOX 1025  
NEENAH, WI 54957-1025

Ph 920.751.4200 | Fax 920.751.4284

Email: MCM@MCMGRP.COM  
Web: WWW.MCMGRP.COM

1700 HUTCHINS ROAD  
MACHESNEY PARK, IL 61115  
Ph 815.636.9590 | Fax 815.636.9591  
Email: MCMAHON@MCMGRP.NET  
Web: WWW.MCMGRP.COM

952 SOUTH STATE ROAD 2  
VALPARAISO, IN 46385  
Ph 219.462.7743 | Fax 219.464.8248  
Email: MCM@MCMGRP-IN.COM  
Web: WWW.MCMGRP.COM


**City of Fort Atkinson**  
**Proposal to Provide Recruitment Services**  
**For the position of Fire Chief**

I hereby certify that I am authorized to make this offer on behalf of the named company and to bind said company to this proposal. By submitting this proposal, I hereby represent that the firm identified below is fully qualified to perform the services described to achieve the organization's objectives in a professional manner.

Name of Firm McMahon Associates, Inc

Address 1445 McMahon Drive

City/State/Zip Neenah, WI 54956

Signature 

Name (Print) Lori Gosz

Title Senior Public Management Specialist

Telephone Number 920-875-0501

E-Mail Address lgosz@mcmgrp.com

Date Submitted June 6, 2023

**PRICE PROPOSAL**

Total Cost of Activities - All costs related to travel, supplies, etc., are to be included.

Total, not-to-exceed cost: \$ 16,000

# **Fort Atkinson Fire Department**

**FORT ATKINSON, WISCONSIN**

## **Proposal-Fire Chief Executive Recruitment**



### ***Offices***

**Jamestown, TN  
(Corporate)**

**Hanover Park, IL**

**Waukesha, WI**

**Strongsville, OH**





June 19, 2023

Ms. Rebecca Houseman  
City Manager  
City of Fort Atkinson  
101 N. Main St.  
Fort Atkinson, WI 53538

Dear Ms. Houseman,

McGrath Consulting Group, Inc., in partnership with our subsidiary company McGrath Human Resources Group, is pleased to submit a proposal for conducting an executive search for the position of Fire Chief for the City of Fort Atkinson. Our firm limits its executive search services to the top two administrative positions within an organization.

Having the two divisions of our corporation allows input from two very diverse perspectives. Together we approach the recruitment process as a unified team but from different perspectives and backgrounds. McGrath Consulting Group, Inc. is enjoying its 23rd year of consulting, which includes 500 clients in 40 states. Included in this hiring process will be an assessment test in which the final candidates appear before the hiring team/assessors and demonstrate their knowledge and experience utilizing various testing scenarios.

This proposal will outline the methodology utilized by the consultants in determining the best candidate to become the next Fire Chief for the Fort Atkinson Fire Department. Please contact us if you require any additional information.

Sincerely,

*Victoria McGrath, Ph.D.*

Victoria McGrath, Ph.D.  
CEO McGrath Human Resources Group

## **Company Qualifications**

McGrath Human Resources Group is a subsidiary of McGrath Consulting Group, Inc. and specializes in public sector consulting. The principals of the companies bring over 50 years of experience in providing comprehensive organizational assessments and executive searches that are specifically designed to assist the organizations in securing a candidate that not only fits the required skills and qualifications but will also fit into the culture of the Fort Atkinson Fire Department. Our firm specializes in public sector management and recruitment projects in over 40 states and has over 23 years of experience including within the State of Wisconsin.

The principals of McGrath Consulting are Dr. Tim McGrath, retired Fire Chief, and Dr. Victoria McGrath, the CEO of McGrath Human Resource Group. Both Drs. Tim and Victoria McGrath have had significant experience in the hiring process ranging from the development of position descriptions and profiles, preparation of job descriptions, position advertising, screening of candidates, communication with client and candidates, and in interviewing governing officials, department members, and other identified stakeholders to gain a better understanding of the need attributes of the next Fire Chief. In addition, Dr. Tim McGrath has extensive experience in the creation and administration of assessment center testing for the Fire Chief position.

## **Recruitment Services**

McGrath Consulting Group, Inc. will provide complete recruitment services or tailor the process to best suit the needs of the Hiring Committee in the following areas:

### ***Planning***

Before a project begins, communication would be established among the principals of the Hiring Committee to identify the specific qualifications of the candidate and collect information regarding the department. A specific work plan is then developed for the recruitment in order to ensure a smooth and effective start-up of the process.

Interviews can also be held with officers of the fire department, representatives of employees/union members (if applicable), Board Members, governing officials, and other appropriate parties to ascertain the traits, skills, and qualifications of the next Fire Chief. This information assists the consultants in selecting candidates and ensuring the interview and/or assessment process is tailored to meet the needs of the Fort Atkinson Fire Department.

### ***Client Input***

Our search methodology allows the client to have as much or little input as they desire; inasmuch we do all of the search steps for you, while allowing you to concentrate on making the final decision as to your next Fire Chief.

### ***Technical Advisor***

Throughout the project our consulting team will serve as technical advisors to address questions, concerns, or unique opportunities as they relate to the Fort Atkinson Fire Department. Our firm has had the opportunity of conducting executive searches and successfully placing highly qualified candidates as Fire Chiefs in multiple states including Wisconsin.

### ***Recruitment Literature Development***

Based on the above information, the consultants can prepare recruitment information to be distributed to all interested applicants. A draft copy of all materials can be reviewed by the Hiring Committee prior to final distribution.

Our firm will place the job announcement on government/public sector fire service websites and publications to ensure a comprehensive distribution in reaching out to a highly diverse and qualified cross section of candidates. This type of recruitment typically yields the largest number of qualified candidates. Placement of this advertisement in local newspapers most often does not yield a significant number of resumes; however, what is recommended is that the job should be posted in each of your fire stations.

### ***Applicant Packet***

If desired, the consultants will work with the Hiring Committee to prepare an application packet to be distributed to all interested applicants. All completed application materials will be sent directly to the consultants.

### ***Candidate Screening***

The screening of applicants has multiple layers. First, the consultants, via paper screening, will do the initial screening to ensure that applicants have the skills, qualifications, and traits as determined by the Hiring Committee. Qualified candidate resumes are summarized and placed into a similar format – a *candidate profile* - that allows for equal assessment of the candidates. Second, communication between the Consultant and Hiring Committee will be arranged to review the candidates' profiles. The consultants will work closely with the hiring committee in the valuation of the final candidates including an interview if desired.

The candidates are divided into two primary groups – those completely matching the desired qualifications and those that only slightly lack some of the matching desired qualifications or equivalent qualifications. A third group – candidates that do not meet the qualifications – will be listed by name and City only for review by the Hiring Committee.

### ***Reference Checks***

An initial reference check will be conducted of the final candidate(s) prior to the interview process and/or assessment center if desired by the Hiring Committee. This check will be to verify employment, responsibilities, and answer any questions raised during the candidate review process. In addition, an internet/social media search of the candidate's name and former places of employment will be conducted; references will be called to verify resume information. The criminal background check is the responsibility of the client.

### ***Interview***

The consultants will assist the Hiring Committee in the development of interview questions, as well as facilitate the interview process. This includes scheduling applicants for the day, preparation of interview questions with copies for all interviewers, facilitating during the interviews, and assisting the interviewers in the decision-making process. Various interview types are available as determined such as zoom, conference etc.

## **Assessment Center Testing Option**

Our assessment center is a process that places the candidate in a testing environment that provides a high degree of reliability and insight into his/her supervisory, leadership, and/or management potential by testing skills and ability rather than just knowledge. The candidates participate in a series of exercises designed to simulate his/her competency to perform a particular job.

The assessment center process allows the assessors (as well as Board Members) to observe the candidates throughout the process; thus, evaluating each candidate's organizational skills, leadership ability, stress tolerance, analytical skills, influence, delegation ability, decisiveness, sensitivity and/or empathy, communication techniques both verbal and non-verbal, ability to function as a team member, and his/her ethics.

The assessment center testing process has both individual and group tasks that are observed by a series of assessors who have been trained by McGrath Consulting Group, Inc. in behavioral observation techniques. The assessors observe the candidates throughout the entire testing process. Each assessor will rank the candidates and then meet as a group and discuss and agree upon a composite evaluation of each candidate. The make-up of the assessment team will consist of two or three retired or active Chief Fire/EMS Officers, one or two Human Resource specialists and a facilitator (total team five consultants).

Assessment Center Testing has been found to be extremely beneficial in identifying candidates who are most apt to succeed. The Hiring Committee is encouraged to check with the references listed as to the advantages of assessment testing. The assessments testing generally is conducted at a local area public Municipal or Township, Library building available to the hiring team with adequate rooms to conduct the various exercises.

*Note:* During an assessment center, candidates have downtime that can be filled in with interviews by other stakeholders such as fire department officers, employee groups, or community panel, etc. This option will be discussed during the pre-planning phase of the recruitment.

### **Assessment Center Testing Services:**

The consultants will provide the following:

- A schedule for each candidate
- A schedule for each assessor
- Assessor training (review morning of the test)
- Candidate orientation (prior to the test)
- Develop, copy, and administer all testing materials for a maximum of four candidates; all materials for the assessors
- Provide testing process materials for Board Members to follow during the assessment testing

- All materials remain the property of the McGrath Human Resources Group, as well as all/any written responses/notes by the candidates and/or assessors. All documents will be collected and maintained in confidence by the consultants for a period of three years.
- One test facilitator
- Provide all evaluation criteria sheets and work sheets for the assessors
- Provide leadership to the assessment team in evaluating candidates and identifying desirable candidate traits
- Assist assessors in developing a candidate-ranking list to be forwarded to the Hiring Committee

There are a series of exercises available to the Hiring Committee to choose from that will best match the particular challenges and opportunities facing your new Fire Chief.

Note: The Hiring Committee will be asked to identify a minimum of seven (7) candidates for selection; however, only four (4) candidates will be brought to an assessment center. Assessment centers with more than four candidates needs to be held on two consecutive days in order to provide ample testing opportunities. This would not only require more time of the Hiring Committee and assessors but would also increase the cost of the proposal. Through phone interviews, the Consultant can screen identified candidates to reach the four for the assessment center, as well as have two or three candidates as alternates. The consultants will work closely with the hiring committee in their selection of the final candidates.

## Staff Qualifications

Our team of consultants includes professionals who have held leadership positions as administrator, council members, public safety director, fire chief (municipal and district), police chief, EMS directors, legal advisor, university professor, and human resource specialists. The following members will be a part of the recruitment team.

**Mike Stried** – Executive Search Division Director is a senior consultant who heads up our recruitment team for public safety top executive positions. Chief Stried has over 35 years in the fire service and held a Chief officer's position in both a volunteer and career fire/EMS department. Chief Stried is an adjunct faculty member at the National Fire Academy and has been a consultant with McGrath Consulting Group, Inc. for 13 years. Director Stried will be responsible for overseeing/conducting all aspects of your Executive Chiefs Search.

**Dr. Victoria McGrath** – CEO of McGrath Human Resource Group a subsidiary of McGrath Consulting Group, Inc. has over 25 years of experience in the field of human resources in the public and private sector and ten years of recruitment experience in our consulting firm. She has extensive experience in working on projects with both police and fire departments which include assessing leadership attributes.

Dr. Victoria McGrath received her doctoral degree from the University of Wisconsin-Milwaukee, focusing on government and its efforts in efficiency. She holds a master's degree in management and a dual bachelor's degree in business and labor relations. She is an adjunct faculty member for Northwestern University and the University of Wisconsin-Milwaukee, in both the master's and doctorate programs, teaching courses on management, labor issues, recruitment and retention, public sector organizational behavior, and research and writing.

**Dr. Tim McGrath**, CEO of McGrath Consulting Group, Inc. has retired as Fire Chief from two very diverse communities in Illinois and Wisconsin. As an executive board member of the Illinois Fire Chiefs, he was active in the Association's Service Bureau's activities. These included the recruitment, testing, and placement of fire department Chief Officers. His practical experience and formal education in management initiatives brings a unique dimension to the consulting team.

Dr. McGrath has a doctorate degree in Management and a dual master's degree in public administration and management. He also holds a Bachelor of Science in Education, and an associate degree in Fire Science Management. Chief McGrath has been an adjunct faculty member at the bachelor level for Southern Illinois University; master's level for Webster University; and hired by Northwestern University to teach in the United Arab Emirates.

## **Other Team Members:**

- One Facilitator
- Three Fire/EMS Chiefs
- One HR Specialist

## **References**

Braidwood Fire Protection District, IL (**Executive Chief Search**)

Contact: Mr. Michael Dillon – District Trustee – email [mdillon@braidwoodfire.org](mailto:mdillon@braidwoodfire.org). Cell: (815) 405-0881.

Estes Valley Fire Protection District, CO (**Executive Chief Search**)

Contact: Mr. Doug Klink – President Board of Directors – email: [dougklink@gmail.com](mailto:dougklink@gmail.com)  
Cell: (970) 481-8162

City of Wisconsin Rapids Fire Department, WI (**Executive Chief Search**)

Contact: Mr. Ryan Hartman - HR Manager – email: [rhartman@wirapids.org](mailto:rhartman@wirapids.org) (715)421-8245

South Shore Fire Department-Mt. Pleasant, WI (**Executive Chief Search**)

Contact: Chief Robert Stedman (262) 995-1210 email: [rstedman@mtpleasantwi.gov](mailto:rstedman@mtpleasantwi.gov)

Sun Prairie Volunteer Fire Department, WI (**Executive Chief Search and EMS Director**)

Contact: Chief Christopher Garrison (608) 837-5066 email: [cgarrison@cityofsunprairie.com](mailto:cgarrison@cityofsunprairie.com) or  
Aaron Oppenheimer – City Administrator: - email: [aoppenheimer@cityofsunprairie.com](mailto:aoppenheimer@cityofsunprairie.com).  
(608) 825-1193.

City of South Milwaukee, WI Fire Department (**Executive Chief Search**)  
Contact: Mr. Patrick Brever-Asst. City Administrator (414)768-8051 email: [brever@smwi.org](mailto:brever@smwi.org)

Cy-Fair Volunteer Fire Department, TX (**Executive Chief Search**)  
Contact: Fire Chief Amy Ramon – former ESD #9 General Manager – (281) 550-6663; email [amy.ramon@cyfairvfd.org](mailto:amy.ramon@cyfairvfd.org).

City of O’Fallon, IL (**EMS Department Assessment**)  
Contact: Ms. Pamala Funk – Assistant City Administrator – email: [pfunk@ofallon.org](mailto:pfunk@ofallon.org) Office: (618) 624-4500 or Fire Chief Brent Saunders – email: [bsaunders@ofallon.org](mailto:bsaunders@ofallon.org) (618) 622-1461

Boulder Rural Fire Rescue, CO (**Executive Chief Search**)  
Contact: Fire Chief Greg Schwab – (303) 530-9575 – email: [gschwab@brfr.org](mailto:gschwab@brfr.org)

Colorado River Fire-Rescue, CO (**Executive Chief Search**)  
Contact: Mr. Alan Lambert – Board President – (970) 618-6318 – email: [alan.lambert@CRFR.us](mailto:alan.lambert@CRFR.us)

## **Other Services**

### **Applicant Communication**

The Consultants will be the primary communication source for all applicants. They will keep the candidates apprised of the process, notify the candidates if no longer in consideration, and will also provide feedback to the applicants of their performance during the interview process.

### **Hiring Committee/Department Staff Time**

The Consultant’s will require some time of the Hiring Committee and/or department’s staff in coordinating room needs, scheduling interview dates with all appropriate personnel, arranging candidate hotel accommodations (if needed), and directions for the candidates. Further, on the date of the interview, assisting the consultants and candidates in room logistics, directions, and arranging for lunch to be brought in for the interview team. The Consultant’s will be responsible for the development and copying of all recruitment and assessment materials, as well as arranging for interview times with the candidates. The Consultant’s will also gather and have prepared any pre-interview assignments for the applicants, along with sufficient copies for the interview team’s review on the day of the interview.

## **Timeline**

McGrath Consulting Group, Inc. takes pride in meeting its time commitments. Our firm is large enough to have the resources for a successful project, yet small enough to make each client a priority. A selection process typically can be completed within 3 – 3.5 months.

There are factors that impact the scheduling that may be out of the control of the Consultants. The proposed time frame is contingent upon timely meetings, receipt of information from the Hiring Committee, scheduling of dates, etc.

## Costs

**Executive Recruitment:** screening, recruitment, and interview process **only**:  
(as outlined within this proposal) ..... \$15,500

**Assessment Center Services:** Assessment Center testing **only**:  
(as outlined in this proposal) .....\$18,995

**Combined Savings: Executive Recruitment & Assessment Center:** All services outlined in the  
proposal ..... \$23,325

Costs include consultant(s) time, travel expenses, copies, and all testing materials/supplies.  
Costs **do not include** advertisement(s), costs associated with candidates (travel, lodging, meals,  
etc.), costs associated with interview/assessment testing rooms and/or meals, or licensing fees to  
conduct business with the City of Fort Atkinson.

The client will be billed 15% of the total upon signing of the contract. The remaining 85% will  
be billed upon completion of the executive search.

Project price is good for 60 days from July 1, 2023.

## Guarantee:

The Consultants will work with the Hiring Committee until an acceptable candidate is offered  
and accepts the position. If the Hiring Committee contracts both the executive search,  
assessment testing, and chooses a candidate listed in the Category 1 grouping by the consultants,  
and the recruitment process needs to be repeated for these two reasons: 1) the finalist withdraws  
prior to starting the position; or 2) if within one year of appointment the client dismisses the  
individual, our firm will repeat the entire process, The City of Fort Atkinson would only be  
responsible for the following costs: recruitment team and candidate travel expenses,  
advertisements, and assessor costs (if the assessment testing option is repeated). All other costs  
would be waived.

## Final Word

This proposal outlines a general scope of services for the recruitment of the Fire Chief. We will  
work with the Hiring Committee to develop a recruitment process that fits the needs of the fire  
department. Please feel free to contact us if you have any questions regarding this proposal.

We look forward to working with you.

Sincerely,

*Victoria McGrath Ph.D.*

Victoria McGrath, Ph.D.

CEO – McGrath Human Resources Group



# **Fort Atkinson, Wisconsin Fire Chief Recruitment & Selection**

June 20, 2023



630 Dundee Road  
Suite 225  
Northbrook, IL 60062

**Primary Contact Person:**

Laurie Pederson  
Director of Administrative Services  
847-380-3198  
[LPederson@GovHRusa.com](mailto:LPederson@GovHRusa.com)

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## Attachments

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Consultant Biography

Client List

Sample Brochure

## Cover Letter

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June 20, 2023

Ms. Rebecca Houseman  
City Manager  
101 N. Main St.  
Fort Atkinson, WI 53538

Dear Ms. Houseman and Members of the Fort Atkinson Police and Fire Commission:

Thank you for the opportunity to provide you with a proposal for the Fire Chief recruitment and selection process for the City of Fort Atkinson, Wisconsin. GovHR USA ("GovHR") prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position.

GovHR is a public management consulting firm serving municipal clients and other public-sector entities on a national basis. Our headquarters offices are in Northbrook, Illinois. We are a certified Female Business Enterprise and work exclusively in the public sector. We have 21 full-time and 8 permanent part-time employees including 6 full-time recruiters and 26 additional project consultants. Our employees and project consultants are located across the country, giving us a national presence. GovHR offers customized executive recruitment services and completes other management studies and consulting projects for communities.

GovHR Vice President Tim Sashko will be responsible for your recruitment and selection process. Mr. Sashko served as a Fire Chief in Illinois for over 36 years, and has conducted numerous Fire Chief recruitments since joining GovHR in 2017. He has also participated in several Assessment Centers for Fire Chief candidates, and can coordinate one for the City of Fort Atkinson, if desired. Mr. Sashko's biography is attached to the proposal and his contact information is:

Tim Sashko  
Vice President, GovHR USA LLC  
Telephone: 847-561-3886  
[TSashko@GovHRusa.com](mailto:TSashko@GovHRusa.com)

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see, let us know. Please contact Laurie Pederson, Director of Administrative Services, 847-380-3198, if you have questions regarding our proposal or need additional information. We look forward to hearing from you and hope to have the opportunity to work with you on this important recruitment.

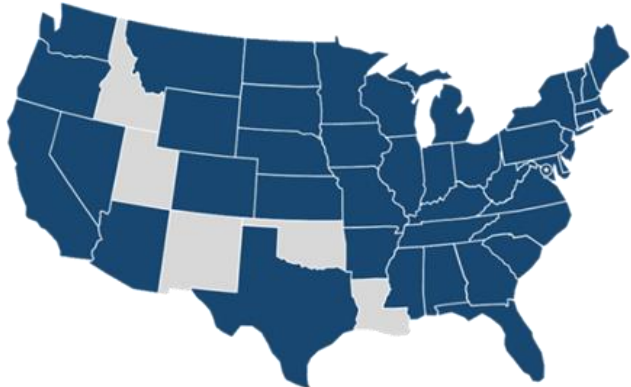
Sincerely,



Judith Schmittgens  
Corporate Secretary and Compliance Manager  
Authorized Signatory

## Firm Experience and Qualifications

GovHR is a public management consulting firm serving local government clients and other public-sector entities across the country. The firm was originally formed as Voorhees Associates in 2009 and changed its name to GovHR USA in 2013. Our headquarters are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public and non-profit sectors. GovHR offers customized executive recruitment services, management studies and consulting projects for local government and organizations who work with local government.



GovHR has 21 full-time and 8 permanent part-time employees including 6 full-time recruiters and 26 additional project consultants who are based in Arizona, Colorado, Florida, Georgia, Illinois, Indiana, Massachusetts, Michigan, Minnesota, Ohio, Tennessee, Texas and Wisconsin, giving us a national presence. Additionally, GovTempsUSA, GovHR's subsidiary, provides interim staffing solutions to keep operations moving during the recruitment process.

Our consultants are experienced executive recruiters who have conducted over 1,000 recruitments, working with cities, counties, special districts, and other governmental entities of all sizes throughout the country. In addition, we have held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public sector leaders.

### Our Leadership



**Heidi Voorhees**

President

847-380-3240

[HVoorhees@GovHRusa.com](mailto:HVoorhees@GovHRusa.com)

*Ms. Voorhees has conducted more than 400 recruitments in her management consulting career, with many of her clients being repeat clients, attesting to the high quality of work performed for them. In addition to her 17 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, including ten years as Village Manager for the Village of Wilmette, Illinois.*



**Joellen Cademartori**

Chief Executive Officer

847-380-3238

[JCademartori@GovHRusa.com](mailto:JCademartori@GovHRusa.com)

*Ms. Cademartori is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Cademartori has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.*

## Our Team Qualifications

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GovHR Vice President Tim Sashko will be responsible for your recruitment and selection process. Mr. Sashko's biography is attached to this proposal and his contact information is:

Tim Sashko  
Vice President, GovHR USA LLC  
Telephone: 847-561-3886  
[TSashko@GovHRusa.com](mailto:TSashko@GovHRusa.com)

Prior to joining GovHR in 2017, Mr. Sashko served as the Fire Chief in Mundelein, Illinois and in Buffalo Grove, Illinois and also served as the Executive Director for the Illinois Fire Chiefs Association. Mr. Sashko is currently working on recruitments for Fire Chiefs in Urbandale and Clive, Iowa, and Grand Rapids, Michigan. These recruitments are in varying stages of the search process, and Mr. Sashko has the time required to devote to a comprehensive search for Fort Atkinson's next Fire Chief. Mr. Sashko's complete client list can be found on our website at [www.govhrusa.com](http://www.govhrusa.com).

Mr. Sashko will act as your project manager and primary point of contact for this project, and he will be assisted with administrative tasks and reference checks by a home office Recruitment Coordinator and a Reference Specialist.

## References

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We are a proven leader in public sector consulting. ***More than one-third of the organizations served by GovHR are repeat clients.*** Our team provides a growing pool of highly qualified candidates who are well-suited to handle the challenges and expectations of professional positions in local government and the not-for-profit sector. The following references can speak to the quality of service provided by GovHR.

**Beloit, WI (Battalion Chiefs (3), 2022) - Tim Sashko**

**(Fire Chief, 2020) - Tim Sashko**

**(Assistant Fire Chief & Deputy Fire Chief, 2017) - Heidi Voorhees & Tim Sashko**

Hannah Kuehne, Human Resources Director

608-364-6612

[kuehneh@beloitwi.gov](mailto:kuehneh@beloitwi.gov)

Daniel Pease, Fire Chief

[rykowskid@beloitwi.gov](mailto:rykowskid@beloitwi.gov)

**Menomonee Falls, WI (Fire Chief, 2020) - Lee Szymborski & Tim Sashko**

Mark Fitzgerald, Village Manager

262-532-4200

[mfitzgerald@menomonee-falls.org](mailto:mfitzgerald@menomonee-falls.org)

**South Milwaukee, WI (Fire Chief, 2022) - Tim Sashko**

Patrick Brever, Assistant City Manager/Economic Development Director

414-768-8051

[brever@smwi.org](mailto:brever@smwi.org)

**Dubuque, IA (Fire Chief, 2022) - Tim Sashko**

Kecia Dougherty, Human Resources Strategic Workforce Equity Coordinator  
563-589-4100  
[Kdougher@cityofdubuque.org](mailto:Kdougher@cityofdubuque.org)

**Marion, IA (Fire Chief, 2022) - Tim Sashko**

Ryan Waller, City Manager  
319-743-6300  
[rwaller@cityofmarion.org](mailto:rwaller@cityofmarion.org)

**Orlando, FL (Fire Chief, 2022) - Tim Sashko**

Ana Palenzuela, Human Resources Director  
407-246-2057  
[ana.palenzuela@cityoforlando.net](mailto:ana.palenzuela@cityoforlando.net)

GovHR has conducted approximately 70 Fire Chief recruitments since the firm's inception. A list of these recruitments is included with this proposal, and a complete list of clients is located on our website at [www.govhrusa.com](http://www.govhrusa.com). We are happy to provide you with contact information for any of these additional clients upon request.

## Project Approach and Strategy

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A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position search. GovHR clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

### Phase I: Position Assessment, Position Announcement & Brochure

GovHR treats each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to fully understand the challenges and opportunities inherent in the position. Understanding the organizational culture is critical to a successful recruitment. We gain this insight and information through meetings (one on one and small groups), surveys and a review of relevant information. This information is reflected in a polished marketing piece that showcases the organization and the area it serves.

**Information Gathering:**

- One-on-one or group interviews with stakeholders identified by the client.
- GovHR can establish a dedicated email address for feedback from stakeholders or the community.
- Community forums (In-person or via video) can be used to gather input and feedback.
- Surveys can be used for department personnel and/or the community to gather feedback.
- Conversations/interviews with department heads.

A combination of the above items can be used to fully understand community and organizational needs and expectations for the position (this proposal includes 12 hours of meetings – additional meetings can

be added for a fee of \$150/hour plus actual expenses if incurred. Dedicated email address and one organizational survey are included. Community Survey can be conducted for \$2,500. Community Forums can be conducted as an optional service.

Development of a **Position Announcement** to be placed on websites and social media.

Development of a thorough **Recruitment Brochure** for client review and approval.

Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to appointment of the finalist candidate.

## **Phase II: Advertising, Candidate Recruitment & Outreach**

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 14,000+ visits monthly to our website and career center. Additionally, our weekly jobs listings are sent to over 7,000 subscribers.

Phase II will include the following:

- GovHR consultants will personally identify and contact potential candidates.
- Develop a database of potential candidates from across the country unique to the position and to the Client, focusing on:
  - Leadership and management skills
  - Size of organization
  - Experience in addressing challenges and opportunities also outlined in Phase I
  - The database will range from several hundred to thousands of names and an email blast will be sent to each potential candidate.
- Placement of the Position Announcement in appropriate professional online publications:
  - Public sector publications & websites (approximately 20 online sources)
  - Social media: LinkedIn (over 20,000 connections), Facebook and Instagram
  - GovHR will provide you with a list of advertising options for approval

## **Phase III: Candidate Evaluation & Screening**

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure
- Candidates will be narrowed down to those candidates that meet the qualification criteria
- Candidate evaluation process:
  - Completion of a questionnaire explaining prior work experience
  - Live Video Interview (45 minutes to 1 hour) conducted by consultant with each finalist candidate
  - References provided by the candidate are contacted
  - Internet/Social Media search conducted on each finalist candidate

All résumés will be acknowledged and inquiries from candidates will be personally handled by GovHR, ensuring that the Client's process is professional and well regarded by all who participate.

### Phase IV: Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR will prepare a Recruitment Report presenting the credentials of those candidates most qualified for the position.
- GovHR will provide an electronic recruitment portfolio which contains the candidates' materials along with a "mini" résumé for each candidate so that each candidate's credentials are presented in a uniform way.
- Client will receive a log of all applicants and may review résumés if requested.
- Report will arrive in advance of the Recruitment Report Presentation.

GovHR will spend approximately 2 hours with the Client reviewing the recruitment report and providing additional information on the candidates.

### Phase V: Interviewing Process & Background Screening

Phase V will include the following steps:

GovHR will:

- Develop the first and second round interview questions for your review and comment
- Coordinate candidate travel and accommodations
- Provide you with an electronic file that includes:
  - Candidates' credentials
  - Set of questions with room for interviewers to make notes
  - Evaluation sheets to assist interviewers in assessing the candidate's skills and abilities

Background screening will be conducted along with additional references contacted:

GovHR USA Background Screening	
✓ Social Security Trace & Verification	✓ County/Statewide Criminal
✓ U.S. Federal Criminal Search	✓ Civil Search
✓ Enhanced Verified National Criminal	✓ Bankruptcy, Leans and Judgements
- National Sex Offender Registry	✓ Motor Vehicle Record
- Most Wanted Lists FBI, DEA, ATF, Interpol	✓ Education Verification – All Degrees Earned
- OFAC Terrorist Database Search	<b>Optional:</b> Credit Report – Transunion with score (based on position and state laws)
- OIG, GSA, SAM, FDA	<b>Optional:</b>
- All felonies and misdemeanors reported to the National Database	Professional License Verification
	Drug Screen
	Employment Verification

GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. GovHR consultants will be present for all the interviews, serving as a resource and facilitator.



GovHR will coordinate a 2-Step Interview process. The first round interviews will include four to five candidates. The second round interviews will include two or three candidates. GovHR will supply interview questions and an evaluation form.

In addition to a structured interview, the schedule can incorporate:

- Tour of Client facilities
- Interviews with senior staff

### Phase VI: Appointment of Candidate

- GovHR will assist you as much as you request with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- GovHR will notify all applicants of the final appointment, providing professional background information on the successful candidate.

## Project Timeline

Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14
Phase I	Phase II					Phase III			Phase IV	Phase V	Phase VI		

Weeks 1 & 2

Phase 1: Interviews & Brochure Development

Weeks 3 thru 6

Phase 2: Advertising, Candidate Recruitment & Outreach

Weeks 7 thru 9

Phase 3: Candidate Evaluation & Background Screening

Week 10

Phase 4: Presentation of Recommended Candidates

Week 11 & 12

Phase 5: Interview Process & Additional Background Screening

Weeks 13 & 14

Phase 6: Appointment of Candidate

## Challenges to a Successful Fire Chief Search in Today's Market

Attached to this proposal are some thoughts from Mr. Sashko on recruiting Fire Chiefs in today's market, and how GovHR and Mr. Sashko are uniquely qualified and equipped to handle these challenges for the Fort Atkinson Fire Chief search process.

## Commitment to Diversity, Equity & Inclusion in Recruitments

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GovHR has a long-standing commitment to Equity, Diversity and Inclusion in all of our recruitment and selection processes. Since our firm's inception we have supported, with our time and financial resources, organizations that advance women and other underrepresented minorities in local government. These include the National Forum for Black Public Administrators, the Local Government Hispanic Network, The League of Women in Government and CivicPride.

**GovHR Team Members have moderated and spoken on DEI initiatives at the International City and County Management Association conference and state conferences in Illinois, Michigan, Wisconsin, and North Carolina.** Our employees and consultants have undergone Implicit Bias Training and we are frequent speakers on incorporating DEI values into recruitment and selection processes. We have a list of DEI resources on the front page of our website (<https://www.govhrusa.com/diversity-equity-and-inclusion-resources/>) that can be accessed by anyone who visits our website.

GovHR has formally partnered with the National Forum for Black Public Administrators' consulting arm, i4x, in several recruitment and selection processes throughout the country including Toledo, OH, Fort Collins, CO, Ann Arbor, MI, Oakland, MI and Arlington, TX. Our partnership reflects our mutual commitment to advancing DEI values and increasing the diversity of local government leaders at the highest levels of local government organizations. We can provide you with an estimate for additional fees if the City would like to include i4x consultants the City's Fire Chief recruitment.

## Cost Proposal

Summary of Costs	Price
<b>Recruitment Fee:</b> Phase I - Assessment, Ad and Brochures Development - \$3888.47 Phase II - Advertising & Outreach - \$2,737.48 Phase III – Candidate Evaluation & Screening - \$8,025.80 Phase IV – Presentation of Candidates - \$2,457.51 Phase V – Interviewing Process - \$3,079.67 Phase VI – Appointment of Candidate - \$311.07	<b>\$20,500</b>
<b>Recruitment Expenses: (not to exceed)</b> Expenses include candidate due diligence efforts	<b>\$1,500</b>
<b>Advertising:</b> Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.	<b>\$2,500*</b>
<b>Total:</b>	<b>\$24,500*</b>

\*Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, we estimate not-to-exceed travel expenses of \$1,500. Only actual expenses will be billed to the client for reimbursement to GovHR.

Possible in-person meetings could include:

1. Recruitment brochure interview process
2. Presentation of recommended candidates
3. Interview Process

Any additional consultant visits requested by the Client (beyond the three visits listed above) will be billed at \$150/hour; \$500 for a half day and \$950 for a full day. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client. This fee does not include travel and accommodations for candidates interviewed.

## Payment for Fees & Services

Professional fees and expenses will be invoiced as follows:

**1<sup>st</sup> Invoice upon acceptance of proposal:** 40% of the Recruitment Fee

**2<sup>nd</sup> Invoice upon recommendation of candidates:** 40% of the Recruitment Fee & expenses incurred to date

**Final Invoice upon completion:** 20% of the Recruitment Fee plus all remaining expenses

Payment of invoices is due within thirty (30) days of receipt (unless the client advises that its normal payment procedures require 60 days.)

## The GovHR Guarantee

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GovHR is committed to assisting our clients until a candidate is appointed to the position. Therefore, no additional professional fee will be incurred if the client does not make a selection from the initial group of recommended candidates and requests additional candidates be developed for interview consideration. If additional advertising beyond the Phase I advertising is requested, client will be billed for actual advertising charges. Reimbursable expenses may be incurred should the recruitment process require consultant travel to Fort Atkinson.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the Client or the employee's own determination, leave the employ of the Client within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only. This request must be made within 6 months of the employee's departure.

## Optional Assessment Center

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If requested, GovHR will perform an Assessment Center for candidates selected for interview as part of the selection process. An Assessment Center is a useful tool for identifying and evaluating the strengths, areas for improvement, skills, and abilities of the candidates. GovHR consultants will prepare all the related documents and scoring sheets for any three (3) of the following exercises to be completed on the Assessment Center day:

- ◆ In-Basket Exercise
- ◆ Written/Oral Presentation Exercise
- ◆ Leaderless Group Exercise
- ◆ Structured Interview
- ◆ Budget Analysis Exercise
- ◆ Personnel Issues Exercise
- ◆ Other exercise of the Client's choosing

Optional Assessment Center Fee: \$8,500\*

\*The fee assumes that the Assessment Center will be held on one day and be limited to no more than five candidates. For each additional candidate, the fee will increase by \$750.

The fee includes the preparation of the Assessment Center material and a written report outlining the findings of the Assessment Center as reported by the Assessors. We will assist the client in selecting three (3) professionals from outside the organization to serve as Assessors in evaluating each candidate's strengths and weaknesses. The client will be responsible for paying a \$750 stipend to each Assessor (and possible mileage or other transportation costs for the assessors).

The Assessment Center fee does not include lodging, travel and meal expenses for the GovHR facilitator(s) to be on-site for the Assessment Center. Actual expenses will be billed in addition to the fee. If the client chooses to add the Assessment Center option, the fees and expenses for this will be billed separately.

## Why Choose GovHR?

**Unparalleled Expertise and Level of Service:** We are a leader in the field of local government recruitment and selection with experience in **44 states**, in communities ranging in population from 1,000 to 3,000,000. Since our establishment in 2009, more than 40% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients. Surveys of our clients show that 94% rate their overall experience with our firm as **Outstanding** and indicate that they plan to use our services or highly recommend us in the future.

**Delivering the Best:** We conduct comprehensive **due diligence** on candidates. Our state-of-the-art process, includes extensive use of **social media** for candidate outreach and video interviews with potential finalist candidates, ensure a successful recruitment for your organization. Our high quality, thorough Recruitment Brochure reflects the knowledge we will have about your community and your organization and will provide important information to potential candidates. Additionally, before we recommend a candidate to you, we will have interviewed them via video, conducted reference calls, and news media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.

**A Partner from Start to Finish:** We are your partners in this important process. You are welcome to review all the resumes we receive, and we will share our honest assessment of the candidates. Our goal is your **complete satisfaction**. We can strategize with you on a variety of approaches for meeting your recruiting needs, including evaluation of internal candidates, identification of non-traditional candidates who meet your recruitment requirements, succession planning and mentoring options. We are committed to working with you until you find the candidate that is the best fit for your position.

**Services for Any Budget and Any Search:** We strive to meet the specific needs of our clients. We offer several options for recruitment services to meet your needs and your budget. Our services range from Full Executive Recruitments to Virtual Recruitments and even simply Professional Outreach for those who want to reach a broader network. In the following proposal, we have provided the scope we believe that best fits your needs. However, you may find all our services [here on our website](#).

## Contract Signature Page

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We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.

This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

Fort Atkinson, Wisconsin agrees to retain GovHR USA, LLC ("GovHR") to conduct a Fire Chief Recruitment in accordance with its proposal dated June 20, 2023. The terms of the proposal are incorporated herein and shall become a part of this contract.

### **ACCEPTED:**

#### **Fort Atkinson, Wisconsin**

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Billing Contact: \_\_\_\_\_

Billing Contact Email: \_\_\_\_\_

#### **GovHR USA, LLC**

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

## Optional Services

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### GovTemps USA

Need an Interim? GovTempsUSA, a subsidiary of GovHR USA, specializes in the temporary placement of positions in local government. The firm offers short-term assignments, in addition to long-term and outsourced arrangements. Our placement professionals at GovTempsUSA have typically enjoyed distinguished careers in local government and displayed a commitment to public service throughout their career.

### Recorded One-Way Video Interview of Candidates

Candidates we recommend for your consideration can complete a one-way video interview with 3 to 5 questions that will be recorded and which you can review electronically at your convenience. This can occur prior to making your decision on which candidates to invite for an interview. Cost \$100 per candidate.

### Leadership/Personality Testing

GovHR has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the client is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC and others. Depending on the evaluation type selected fees can range between \$100 to \$500 per candidate.

### 360° Evaluation

As a service to the Client, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed position at six months into his or her employment. This evaluation will include seeking feedback from both elected officials and department directors, along with any other stakeholder the Client feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, GovHR will prepare a proposal for this service.



# TIM SASHKO



**Chief T.E. Sashko (retired) is a Vice President with GovHRUSA and is a 38-year veteran of the fire service and is a state certified Fire Officer III in Illinois.**

He began serving in the fire service as a paid-on-call firefighter/paramedic with the Village of Buffalo Grove, IL in 1979 retiring as the fire chief/EMA Director and following his career in Buffalo Grove he served the Village of Mundelein as the fire chief/EMA Director. He served as the Executive Director for the Illinois Fire Chiefs Association as is a Past-President. He is a member of the Lake County Board of Health since 2003 and was honored to be elected as the President/Chairman in November of 2013 and continues to function in that role. The Lake County Health Department is a \$85(+) million/year Federally Qualified Health Care and Local Public Health Department provider employing over 900+ personnel in Lake County, IL. He represents the Health Department on various committees for Lake County and advisory boards for the United Way of Lake County and the Lake County Veterans and Family Services Foundation. He was one of the founding members of the successful Lake/Cook Critical Incident Protocol promoting public and private partnerships in planning and preparedness for emergency management coordinated by Michigan State University.

He has an extensive background in labor relations and has negotiated numerous contracts successfully. He was instrumental in creating succession plans for both municipalities he served to provide the necessary guidance and direction for the development of personnel as well as employee performance rating systems for current performance and predictive performance for personnel advancement. During his career, he has coordinated various strategic plans and Emergency Operational Plans. He broadened initiatives that provided fiscal balance, while maintaining high-level service profile and Community Risk Reduction strategies within the communities he served. He has been active in legislation development, management, negotiations, and representation at the local, county, state, and federal levels both in public safety and public health. Throughout the past 10+ years he has been focused on providing a balanced, professional approach to critical issues governed within Illinois in emergency medical services, public health, fire service and community driven emergency service delivery.

## PROFESSIONAL EDUCATION

- Bachelor's degree in Management, Southern Illinois University

## MEMBERSHIPS AND AFFILIATIONS

- Chairman, Combined Area Fire Training Partnership
- Lake County Board of Health, President
- Operation North Pole, Board Member
- Greater Chicago Red Cross Heroes Program, Former Member
- W.S. Darley Corporation, Fire Advisory Board Member
- United Way of Lake County - 2-1-1, Advisory Board Member
- United Way of Lake County - 2-1-1, Disaster Planning Committee, Chair
- Illinois Fire Chiefs Association, Former President
- Metropolitan Fire Chiefs Association, Former President
- Lake County Fire Chief's Association, Former President
- Lake and McHenry Counties Specialized Response Teams, Former Chairman
- Illinois Fire Chiefs Foundation Fund Raising Committee, Former Chair
- Metropolitan Fire Chiefs Association, Former Director
- Illinois Fire Chiefs Association, Former Area Representative
- Trauma Region X, Former Committee Member

- Buffalo Grove Exchange Club, Former Founder and President
- Libertyville, Vernon Hills, Mundelein Exchange Club, Former Member

## AWARDS

- Illinois Association of Blood Banks
- Chief of the Year, Illinois Fire Chief's Association - 2006
- Alumni of the Year from Buffalo Grove High School
- ADRP International Division of ABC – 2019 International Humanitarian Award

## PROFESSIONAL BACKGROUND

- |  |                |
|--|----------------|
| • IChiefs Solutions, Mundelein, IL                     | 2017 - Present |
| • Lake County Board of Health                          | 2003 - Present |
| • Executive Director, Illinois Fire Chiefs Association | 2015 - 2017    |
| • Fire Chief/EMA Coordinator, Mundelein, IL            | 2007 - 2015    |
| • Fire Chief/EMA Coordinator, Buffalo Grove, IL        | 1979 - 2007    |





### Mr. Sashko's Thought on Challenges in Recruiting Fire Chiefs in Today's Market

GovHR USA (GovHR) specializes in a professional staff focused on the respective vocational experiences, education, and networking as a premiere service to government agencies for focused recruitments. Relative to the specifics of Fire/EMS recruiting at senior leadership levels, GovHR offers a strong background through the consultant that would be assigned to the process of providing high performing leaders who excel in the current service needs of the Fire/EMS service. We concentrate on innovative, collaborative and market focused leaders who can see the necessary changes and innovations facing this critical service. The Fire/EMS model of yesteryear and today clearly will not look the same in the next 5-10 years based out of necessity and clarity of purpose and what it can offer. EMS will be in the forefront of this discussion as it represents more than 80 – 85% of today's service needs. The key factor is having a firm that not only understands this, but fosters the conversation of change and creativity in a move from waiting for medical emergencies as the bulk of the service need, to a focus on social determinants of health and overall medical care to the residents of Fort Atkinson.

Some of the key aspects of GovHR's experience in this market are identified below and have and will be in the forefront of this important recruitment.

#### Minority Recruitment

Nationwide, only about 4% of "firefighters" are women according to the U.S. Department of Labor while that number has reached 14% in law enforcement and the U.S. military. The emphasis is that represents the general rank of "firefighter" and is inclusive of the officers that have been developed in that workforce. It is anticipated that less than 10% of that overall classification has experience in roles as Lieutenants (Company Officer), Captains (Company Officer or first level command staff), Battalion Chiefs (management of multiple companies), Assistant or Deputy Chief (second in command - senior leadership). With the responsibility of the fire chief's role, the percentage of available, qualified candidates in this classification can be very limited due to the latent onset of the hiring of female firefighters in general. As one example, the City of Joliet, IL with a population of 148,262 residents announced in 2018 it had hired its first female firefighter that year in its 165-year history (2018 – Chicago Tribune).

Not unlike female firefighter leadership, African American, Asian and Hispanic percentages are equally as low. In a report from [www.datausa.com](http://www.datausa.com) the percentage of African American firefighters nationally was around 7.7% with subsequent lower numbers for Asian and Hispanic, the next two largest minority groups at 1.1% and 2.1% respectively. Proportionately the levels of career development in leadership roles is equally distributed amongst these minorities very much like those of female counterparts.

While specific data was not available for the Midwest region (the likely focal point of this recruitment) it is anticipated, and through our experience that the percentages represented nationally clearly are the same in the Midwest, if not less than those identified.

### The Millennial Pool

Expected to make up almost 50% of the workforce in general by 2022, millennials (born from early 1980's to 2000's) are starting to dominate the Lieutenant, Captain and Battalion Chief landscape in fire departments. Nationally the average age of firefighters in general is approximately 34.8 years of age. Millennials possess significantly different characteristics from previous generations – they have close affinity with the latest technology, they tend to favor their personal needs more than that of the organization they work for, they want open communications and regular feedback and more.

This workforce in the fire service now represents tenure from 30 or less years in the fire service. While many have sought career path development, the emphasis of “personal needs” is a clear hurdle in moving them through career succession. With the fire services general standard of a 24/28-hour work cycle on shift, the ability to navigate to a 40 to 50 - hour work week in a more standard work environment is more difficult than ever (sometimes referred to as “going to days”). This is compounded at times with salary compression between rank structures. It is not uncommon for a Battalion Chief on a shift work cycle, who may be a strong candidate for a fire chief's position, to make a statement “why would I want to accept the extra pressure, responsibility and potential vulnerability (depending on the jurisdiction and the employment agreement as a fire chief) of becoming a fire chief when I can work some overtime, work a 24/48 hour shift and make the same income?” Family needs, work cycles, salaries and position vulnerability all play more into today's decision on whether or not to accept new challenges, unlike generations in the past.

### Knowledge of the Recruiter

While not a specific challenge for GovHR, it should be noted that having a clear and current understanding of the modern fire service and its needs is critical to the success of the recruitment and candidate pool development. With the experience of the recruiter comes the trust that is necessary to obtain the confidence of the candidate and their desire to make the career move. Often, we witness the comfort that candidates have with the process we offer and the personalized attention to the candidates in our system. Emphasizing that this is a candidate driven marketplace, no longer can the approach to the candidates be one of creating an environment of meeting our needs, but one that we have to carefully work with each candidate to make sure they understand the process and value we put in their participation.

Currently 61% of hiring authorities/managers say that recruiters have at best, “low” to “moderate” understanding of the jobs that recruiters work on – this is not the case with the focused consultants in the GovHR team. Additionally, 77% of hiring authorities/managers say that recruiter's candidate screening is “inadequate”. Again, this is a key component of the process with GovHRUSA that we thoroughly review and communicate specific details of the position to the candidates and provide that evaluation to our clients in detail.

### Candidate Driven Marketplace

Specific to the recruitment of fire chiefs GovHR has witnessed smaller pools of qualified candidates, with a relatively high demand for this key leadership role. It is no secret overall that we are living in a candidate-driven market with the current economy and generational turnover of leadership. This creates a very competitive marketplace, and we see many of our candidates who are in more than one search and finalists as the best in the industry. Candidates not actively seeking positions are also more likely to not be receptive to cold calling strategies, or the like. Candidates can also be much more selective in their career aspirations. In recent recruitments with active recruiting contacts, it has been clearly evident that candidates are very focused on not just obtaining the position, especially those who are becoming the “fire chief” for the first time in their career, but family obligations and needs are also a very larger percentage of the decision making to accept a position. Creating a “candidate experience” that draws their attention to the community and what it has to offer is very critical and GovHRUSA focuses on that in our development and discussions on the community profile.

### Challenge Impacts

While these are likely the top issues facing the recruitment of fire service leaders, it should be noted that the professional consultant with GovHR is well aware of these and focuses on making sure they do not become challenges but are addressed as opportunities knowing our market presence and network appropriately to meet the needs of our recruitment efforts. The first step to problem solving is identifying the issue and we clearly have focused on addressing these and other issues in our continued goal of acquiring talented candidates for key public safety leadership roles. GovHR successfully recruits fire service leaders with outstanding results.

### Networking

Based on the experience and networking that continues to grow within the realm of the consultants experience, the outreach through a variety of modalities is by far the best in the industry when you look at the concentrated resources provided. Outreach through both local, state, regional and national professional organizations and networks and having a consultant who is from the industry provides the utmost of credibility for Fort Atkinson in the search for a new Fire Chief. The brand of GovHR with the extensive outreach in more than 40 states has developed a following of thousands of professionals in all facets of government leadership roles. The brand along with the recognized experience and focused background of the consultant provide Fort Atkinson with the most advanced levels of the desired success of the search for the Fire Chief position. Additionally, within the network of over 50+ consultants with GovHR, we have a weekly exchange of candidate information providing a full exchange of support when we are familiar with a candidate. With the knowledge of our multiple recruitments for the same client, this provides a unique insight into the character and leadership qualities of candidates that many firms are not capable of duplicating.

### Internal Operations

You do not just get a consultant; you get a team of dedicated professionals who each bring a balance of skill sets to your recruitment creating an environment of success. GovHR is the premiere leader in “lasting” appointments that are validated by the number of recruitments that are for the same agency over and over.

While you get an industry expert on as the lead for the process, the whole team is comprised of a Recruitment Supervisor, Recruitment Coordinator, Reference Specialists, a Communications Manager (surveys and other outreach), Corporate Compliance Manager for consistency and more. This team approach is all coordinated through a central software management system as well as regular weekly meetings and general communications. Both the client and candidate satisfaction are our focus, and we continually make that a priority in the recruitment experience for all involved. Even those less than qualified for a position receive the appropriate communication as to the status of the process. We pride ourselves in knowing that there can be multiple successful leaders in a pool of candidates that even if not selected, the candidate experience is one of understanding and fairness.

Additionally, we communicate with you during the recruitment cycle and it doesn't become a chamber of silence in knowing how your candidate field develops. A matrix of candidates with over 15 different industry related topics/credentials is provided weekly as an "introduction" to the candidate field (please reach out to Clive, IA on this communication for validation – a recruitment in process now with interviews the end of March). No other firm provides this level of information and detail so you can see all of the applicants in one complete document that is "live" and develops throughout the cycle.



### Fire Recruitments Client List

<i>State</i>	<i>Client</i>	<i>Position Title</i>	<i>Year</i>	<i>Population</i>
Alaska	Unalaska	Fire Chief	2017	4,768
Colorado	Larkspur Fire Protection District	Fire Chief	2023	6,500
	Poudre Fire District-Fort Collins	Fire Chief	2020	206,206
Florida	Gainesville	Fire Chief	2020	133,997
	Orlando	Fire Chief	2021	307,573
Georgia	Augusta	Fire Chief	2021	200,000
Illinois	Arlington Heights	Fire Chief (Virtual)	2018	75,500
	Arlington Heights	Fire Chief (Virtual)	2022	75,500
	Barrington	Fire Chief	2019	10,455
	Buffalo Grove	Deputy Fire Chief (Virtual)	2022	42,909
	Carpentersville	Fire Chief	2016	38,241
	Champaign	Fire Chief	2014	81,500
	Collinsville	Deputy Fire Chief	2021	25,838
	Des Plaines	Fire Chief	2019	58,364
	Elburn & Countryside Fire Protection District	Fire Chief	2016	Multi
	Elmhurst	Fire Chief	2016	46,387
	Firemen's Annuity & Benefit Fund of Chicago	Executive Director	2016	Multi
	Freeport	Fire Chief (Limited)	2019	25,000
	Highland Park	Fire Chief	2009	31,365
	Illinois Fire Safety Alliance	Executive Director	2013	Multi
	Itasca Fire Protection District	Assistant Director of Administration and Planning (Virtual)	2023	9,000
	Itasca Fire Protection District	Fire Chief	2021	9,000
	La Grange	Fire Chief (Virtual)	2019	15,610
	Lake County	Emergency Management Coordinator	2016	703,462
	Lincolnwood	Fire Chief	2022	12,590
	Lisle-Woodridge Fire District	Fire Chief	2017	70,000
	Lombard	Fire Chief	2016	43,815
	Moline	Fire Chief	2017	43,100
	Morton Grove	Fire Chief	2021	23,500
	Northbrook	Fire Chief	2014	37,000

	Peoria	Fire Chief	2022	115,234
	River Forest	Fire Chief	2021	11,635
	Rochelle	Fire Chief	2021	108,662
	Schaumburg	Fire Chief	2017	75,000
	South Holland	Deputy Fire Chief	2020	22,030
	Sycamore	Fire Chief	2022	18,577
	West Chicago Fire Protection District	Fire Chief	2014	Multi
	West Dundee	Fire Chief	2011	8,000
	West Dundee	Fire Chief	2019	8,000
	Wheaton	Fire Chief	2022	53,389
	Wilmette	Fire Chief	2021	27,087
Iowa	Clive	Fire/EMS Chief	2023	18,601
	Dubuque	Fire Chief	2021	59,700
	Marion	Fire Chief	2022	30,000
	Scott County	MEDIC EMS Director	2023	172,943
	Urbandale	Fire/Emergency Preparedness Director	2023	45,580
Kansas	Lawrence	Fire Chief	2022	101,211
Michigan	Battle Creek	Fire Chief	2022	52,721
	Ferndale	Fire Chief	2020	20,428
	Grand Rapids	Fire Chief	2023	200,217
	Midland	Fire Chief	2011	42,000
	Orion Township	Fire Chief	2023	40,209
	Sterling Heights	Fire Chief	2020	129,699
Minnesota	SBM Fire Department	Chief Executive Officer/Fire Chief	2022	Multi
	Shakopee	Fire Chief	2023	45,593
	Woodbury	EMS/Fire Chief-Assistant Public Safety Director	2021	70,559
Missouri	Cape Girardeau	Fire Chief and Emergency Management Director	2019	38,000
	Clayton	Fire Chief	2018	15,939
	Kirkwood	Fire Chief	2015	27,596
	Webster Groves	Fire Chief	2021	22,800
Montana	Bozeman	Fire Chief	2015	39,860
New Jersey	Cherry Hill Fire Protection District	Fire Chief	2012	69,900
North Carolina	Fayetteville	Fire Chief	2019	210,000
Pennsylvania	Middletown Township	Chief of Fire and Emergency Services (Virtual)	2022	45,057
Texas	Denton	Fire Chief	2018	135,000
	Garland	Fire Chief	2011	233,206
Virginia	Virginia Beach	Emergency Medical Services Chief	2022	442,707
	Virginia Beach	Fire Chief	2022	442,707
	Winchester	Fire Chief	2018	27,932

Wisconsin	Beloit (City)	Assistant Fire Chief & Deputy Chief	2017	36,966
	Beloit (City)	Battalion Fire Chief	2022	36,966
	Beloit (City)	Fire Chief	2019	36,966
	Burlington	Fire Chief	2013	10,511
	Menomonee Falls	Fire Chief	2019	37,433
	River Falls	Fire Chief (Virtual)	2022	15,200
	South Milwaukee	Fire Chief/Director of Emergency Management	2022	21,239
	Waukesha	Fire Chief	2012	71,158
	Wausau	Fire Chief	2013	39,160
	Wauwatosa	Fire Chief	2010	47,000
	Wauwatosa	Fire Chief	2017	47,000





## **FIRE CHIEF**

**Menomonee Falls, Wisconsin**



### **The Position in Brief**

The Fire Chief is the executive in charge of overseeing the Village's fire department. The Chief works closely with the Village's Police and Fire Commission, Village President and Board of Trustees, Village Manager and other community stakeholders to ensure the professional deployment of fire, EMS and Community Risk Reduction services. The Chief manages a workforce of 15 full-time, and 19 part-time personnel and the Village is in the process of hiring six additional full-time personnel. The Chief manages a budget of \$6.98 million.



# EXECUTIVE RECRUITMENT





### The Community

Menomonee Falls is located in Waukesha County and is part of the Greater Milwaukee area. The Village is the most populous village in the State of Wisconsin with a resident population of 38,999. It has had a population growth of over 4% since the 2010 census. The overall economy of Menomonee Falls employs over 33,659 people with one of its largest employers being the headquarters for Kohl's Corporation, a national retailer.

The area that became Menomonee Falls was first inhabited by Native Americans including the Menomonee and Chippewa Tribes. The Village became incorporated in 1892. Today, [Menomonee Falls](#) has gone through various levels of redevelopment through their Comprehensive Plan both in residential and industrial settings.

The [downtown business district](#) serves as the historic and cultural heart of the community. Festivals, seasonal markets, parades, sporting events, and performances by local fine arts and theatrical arts groups punctuate the Village's calendar and support a strong sense of community in Menomonee Falls.

### A snapshot of Menomonee Falls demographics and amenities:

- Average age of 42 years old.
- Median age 43.8.
- White 87.7%, African American 2.92%, Hispanic/Latino 2.44%, Asian 5.53%.
- Median household income, \$77,069.
- Median value of a Menomonee Falls home, \$235,300.
- Two exceptional School Districts serve the community. [Menomonee Falls High School](#) is rated by the Wisconsin Department of Public Instruction as one of the "Top School Districts" in 2018", with their leadership receiving numerous awards in recent years.
- [Hamilton School District](#) providing education for K – 12 received the 5-Star "Significantly Exceeds Expectations" from the Wisconsin School Report Card. Private schools include St. Mary's Catholic School, Calvary Baptist School, Grace Lutheran School, Bethlehem Lutheran School and Zion Lutheran School and Aquinas Academy.
- There are 114 colleges within 100 miles of Menomonee Falls, including the [University of Wisconsin – Milwaukee](#), [Marquette University](#), [Concordia University Wisconsin](#), [Mount Mary University](#) and [Waukesha County Technical College \(WCTC\)](#).
- The Village borders Milwaukee to the west and features [Old Falls Village](#).
- ISO - 3 fire insurance rating.
- Parks and recreational facilities including:
  - 16 Village parks (250 acres) and open space areas encompassing 2,500 acres.
  - "Bug Line" recreational trail (16-miles), Riverfront Trail (12-miles), 31 total miles of paved trails.
  - Numerous baseball, softball, soccer, football, picnic, volleyball, tennis, ice skating areas.
  - Menomonee Park, 400 acres, campsites, archery range, fishing, sandy beach, swimming quarry.
  - 18-hole [Wanaki Golf Course](#).
- Founded in 1906, a full library service offered by the [Menomonee Falls Public Library](#).
- Nearby [Kettle Moraine State Forest](#) covering 17,000 acres with boating, fishing, camping, hiking, picnicking and more.
- A comprehensive full health care and in-patient hospital, [Froedtert Menomonee Falls Health Care](#).



### The Organization

The Village of Menomonee Falls was incorporated as a Village in 1892 and in 1894 the first Village Board was elected, and the first Village Fire Department was formed. The seven-member Village Board is the policy-making body of the Village and functions under a Council/Manager form of government. Nonpartisan village Trustees are nominated and elected at large, non-partisan by numbered seats. Terms are staggered in accordance with local ordinances as to the term timelines and election process. A Village President is elected every three-years.

The Village Manager is considered by statute to be the CEO of the municipal corporation. The Manager is appointed by the Village Board as a whole and is responsible for the overall supervision and administration of the Village's operations.

The Village Manager has full appointing and oversight authority for the operation of the various Village divisions and departments and has the responsibility of carrying out policies adopted by the Village Board. The Fire Chief is appointed by the Police and Fire Commission and the position reports to and is supervised by the Village Manager for all operational and budgetary issues in the Fire Department.

The Village of Menomonee Falls provides comprehensive municipal services, which includes full-time police and fire protection including emergency medical and advanced life support ambulance services; the construction and maintenance of Village streets; community planning and development; economic development; and public library. The Village operates the sewer, water and storm water utilities.



Village services are provided by approximately 232 full-and part-time employees in the following departments: Fire, Police, Public Works (including Sewer Utilities and Water), Community Development (including Building Inspections, Economic Development and Planning), Department of Engineering and Development, Department of Financial Services and the Office of the Village Clerk.

### The Fire Department

The department operates from five fire stations (two built new in 2015) that are staffed by career and part-time members 24 hours per day, 7 days per week. The department apparatus consists of four engine companies, one truck company (Quint) six ambulances, one mini-pumper, one water tender, one command unit, one mobile command post and staff support vehicles.

The Fire Chief is supported by one Assistant Chief, one Administrative Deputy Chief, three Battalion Chiefs with administrative support staff and shift personnel. The full-time personnel are members of IAFF Local 3879. Currently full-time personnel work a three-shift schedule on a 24/24 rotation with four day off period.

The Department provides full fire, emergency medical services to the Village and region, including providing full fire, EMS and fire prevention services to the Village of Lannon. E911 emergency communications and operations are provided by Waukesha County Communications Center. The Fire Department's FY 2020 budget is \$ 6.98 million.



# FIRE CHIEF

### Opportunities and Challenges

The Fire Chief is a key member of the Village's leadership team. The position has been re-instituted after six years of the Village operating under a Protective Services model. The Village's current Police Chief served in the capacity of Public Safety Chief during that entire period, resigning from Fire Department duties in the fall of 2019.

Developing and maintaining relationships with the Village President, elected officials, Police and Fire Commission, Village Manager, department heads, and all levels of employees, both union and non-union employees alike, is paramount. In addition, the Chief is a community leader, one that is expected to easily and proactively interact with a variety of community stakeholders. Proven communication, interpersonal and human relations skills, and the ability to interrelate with a wide variety of people possessing various attitudes and positions are all important and desirable qualities for the next Chief.

**Community Relations.** The Police and Fire Commission, Village Board and Village Administration enjoy strong working relationships with community and business groups representing a diverse set of stakeholders in Menomonee Falls, including leaders with the Chamber of Commerce, School Districts and non-profit organizations. Menomonee Falls has an active historic downtown and a robust retail presence along the Interstate, and many business owners are also active in the community.

With that as a foundation, the next Chief is expected to cultivate and build relationships with these stakeholders. In a similar vein, the Chief has a welcoming opportunity to form cooperative connections with Menomonee Falls neighboring jurisdictions through continued automatic aid and mutual aid agreements.

**Management Team.** The Village's management team is a cohesive, energetic group that keenly understands and meets the Village Board's and the community's expectations. With a framework of a collegial work environment, the new Chief can expect this professional assembly of management leaders to be a resource, welcoming the Chief with the encouragement, support and tools he/she may need to be an inclusive and responsive leader in the department, and the overall organization. The Village is seeking a "transformational and visionary leader" that can support the vision and mission of the Village as well as the department.

**Departmental Assessment.** In addition to reestablishing the role of Fire Chief in the department after operating under a joint public safety model, the new Chief will be tasked with evaluating the department's staffing and deployment of services from five fire stations. The Village, in 2020, is hiring six new full-time firefighter/paramedics with future plans for additional personnel. Yet, funding capacity for growing the Department is not certain, both fiscally and politically. To be sure, there is recognition and a verbal commitment on the Village Board's part for additional resources, however, the current Village Board cannot bind a future Village Board to resources that are in outline form at this time. Consequently, the new Chief is expected to have the planning, modeling and fiscal adeptness to guide the Village through this transition.

The department is faced with a common national issue of recruitment and retention of the part-time workforce and the new Chief will need to evaluate and make recommendations on the stabilization of this important part of the fire service team. Being a pacesetter and one that can bring key initiatives from planning to design to completion is an important requirement.

The Village has a significant number of senior assisted and assisted living complexes contributing to the department's more than 4,700 emergency and service calls in 2019. Coupled with the continued growth of EMS calls in fire departments providing this service, the evaluation of EMS service delivery including Mobile Integrated Healthcare/Paramedicine will be critically important. The department is facing the need for the evaluation of the distribution of staffing as well as strategies operating from the current fire station locations based on this high demand for services.

**Staff Development, leadership and labor-management relations.** The new Chief is expected to step into this position and provide the leadership to identify, filter and address organizational concerns that may be impacting the Department. The Fire Chief will be charged with advancing the organization to new levels of success through appropriate levels of accountability.

Additionally, the next Fire Chief will formalize programs to train and develop all personnel in the Department and identify critical elements for developing and preparing future leaders of the Department. A focus on the core leadership of the department will be extremely important. The Village leadership seeks a candidate that is "plugged in" to the key initiatives, strategies and goals of the fire service regionally, statewide and nationally in creating the successful future of the department.

Working in an active collective bargaining environment, the new Chief will need to appreciate and honor the fundamental provisions of the collective bargaining agreements. Seeking valued input from all segments of the organization to develop the department and the talents of its staff, while exercising confident leadership of the department, will be key elements of success for the new Chief.



### The Ideal Candidate

- A Bachelor's degree in public administration or An experienced, innovative, collaborative fire/EMS leader with demonstrated managerial, interpersonal and customer service skills.
- A strong communicator with Village officials, the Police and Fire Commission, staff and other stakeholders.
- A commitment to the organization as well as the senior management team of the Village with a genuine confidence and approachability to residents, business and governmental leaders.
- A Fire Chief that is an integral and engaged leader, with a strong background in modern fire, EMS, emergency management and all hazards practices.
- A Fire Chief that understands the need to use data for problem solving and community risk reduction efforts.
- The ability to mentor and foster leadership roles within the staff, succession planning and a global vision of the community's needs and vision are critical. Creativity and the ability to guide and balance change is a must.
- Possess a bachelor's degree in fire science, emergency management, emergency medical services or related fields. A master's degree is highly desired.
- Have 10 years of experience and demonstrated leadership in a fire service command position is required.
- In the ideal, be a graduate of the National Fire Academy Executive Fire Officer, Chief Fire Officer Designation or similar certifications.

### Leadership Skills & Management Style

- Have a record of leading and managing in a fiscally responsible manner and an understanding of how to balance the fire department's operations and other needs within budgetary constraints.
- Have experience working closely with all supervisory levels in the department on the development of policy initiatives and strategies for implementing those initiatives with the vision to plan strategically for the community and the region's safety.
- Have a record of being an open communicator practicing transparency in local government whenever possible and a "no surprises" approach with respect to communication with the elected officials.
- Possess experience in and knowledge of employee and labor relations and possess a reputation for dealing in a friendly, open and fair manner with both individual employees and the local bargaining group.
- Have knowledge of how to effectively utilize information technology, encouraging personnel to embrace technology and its benefits.

- Be able to supervise, participate and support operations including fire prevention, public education, fire pre-planning, building equipment and maintenance as well as reviewing and preparing records and reports.
- Demonstrate the ability and experience to assume command at emergency incident scenes, directing personnel and equipment.
- Be able to develop and recommend administrative, organizational and operational changes and to assist in the annual preparation of the operating and capital budgets.
- Have experience in planning, supervising and participating in line operations, interpreting and enforcing rules and regulations and policies, evaluating employee performance, recommending and carrying through with personnel actions, recommending the hiring and training of personnel.





### Management Style and Personal Traits

- Possess complete integrity and exemplify professional and personal characteristics of impeccable behavior which meet the highest ethical standards.
- Utilize strategic planning and goal setting utilizing a team-oriented approach that invites creativity and innovation.
- Be committed to excellent customer service with the desire to always improve upon the fire department's operations, policies and procedures in order to remain a high-performing department.
- Embrace the community, the region and the regional partners with a genuine desire to engage and where appropriate work with residents, businesses, neighboring governmental units, the higher education community and not for profit organizations.
- Be an excellent communicator and a good listener; be someone who honestly and openly seeks and enjoys the input of others whether they are citizens, department personnel, the Police and Fire Commission, Village staff or elected officials.
- Be able to speak at public presentations to community organizations, citizen groups and other gatherings and be able to convey a message in a genuine, transparent manner.
- Possess strong leadership skills, understanding when it is critical to exercise leadership and when to be flexible and adaptable to new ideas.
- Project a calm demeanor with the desire to work through issues thoughtfully with an optimism that challenges are surmountable and achievable.





## Compensation, Benefits, and the Organization's Culture

The annual salary range for this position is \$120,000 +/- DOQ plus excellent benefits. Residency in the Village is not required. Village employees participate in the Wisconsin Retirement System, which is administered by the State of Wisconsin.

## How To Apply

Candidates should apply by February 26, 2020 with resume, cover letter and contact information for five work-related references to [www.GovHRjobs.com](http://www.GovHRjobs.com) to the attention of:

**Lee Szymborski, Senior Vice President**

**Tim Sashko, Vice President**

GovHR USA

630 Dundee Road, #130

Northbrook, IL 60062

Tel: 847-380-3197

[Menomonee Falls](#) is an Equal Opportunity Employer.



**City of Fort Atkinson**

**Proposal to Provide Recruitment Services**

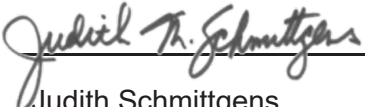
**For the position of Fire Chief**

I hereby certify that I am authorized to make this offer on behalf of the named company and to bind said company to this proposal. By submitting this proposal, I hereby represent that the firm identified below is fully qualified to perform the services described to achieve the organization's objectives in a professional manner.

Name of Firm      GovHR USA

Address            630 Dundee Rd. #225

City/State/Zip      Northbrook, IL 60062

Signature          

Name (Print)        Judith Schmittgens

Title                Corporate Secretary

Telephone Number   847-380-3185

E-Mail Address      jschmittgens@govhrusa.com

Date Submitted      6/20/23

**PRICE PROPOSAL**

Total Cost of Activities - All costs related to travel, supplies, etc., are to be included.

Total, not-to-exceed cost: \$ 26,000 (includes estimated and not to exceed \$1,500 travel. Does not include travel for the optional Assessment Center.)



## ASSESSMENT CENTERS



GovHR USA  
GovTEMPS USA



***SELECTING THE RIGHT  
PERSON FOR KEY  
LEADERSHIP POSITIONS  
IS ALWAYS A DIFFICULT  
PROCESS***

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***THE USE OF  
ASSESSMENT CENTERS  
(SIMULATION  
ASSESSMENTS WITH  
LIVE ROLE PLAYS) HAS  
BEEN ON THE RISE  
WITH 66% OF NORTH  
AMERICAN COMPANIES  
TOO SELECT THE BEST  
LEADERSHIP TALENT  
(MERCER, 2018)***

The evaluation of an individual's potential to perform in a managerial capacity is an important problem for those responsible for the hiring of leaders within public safety. The services provided by state and local jurisdictions are becoming increasingly complex and high-level service delivery requires a multitude of skills and abilities. The Assessment Center process conducted by GovHRUSA provides the complete review of a panel of Candidates using various exercises that evaluate their skills sets. The process provides a detailed analysis that assists Administrators, Managers, Fire Commissioners, Human Resource Directors and other key leadership in the hiring of managerial positions.

An Assessment Center (commonly used by the Military and private sector) is based on a thorough analysis of individual job behaviors based on a series of simulated job-related scenarios where candidates are observed and graded by assessors who evaluate their performance. The value of Assessment Centers, developed through years of research and countless exercises, is their PREDICTIVE ABILITY. The ultimate success or failure of a candidate has a high probability of correlation with how well the candidate performed in the Assessment Center.

**Is it worth the time, effort and cost?** Public safety service delivery industry professionals agree that no cost, time or effort should be spared to select the right person for key leadership positions. Screening and evaluating candidates who are current, professional, highly trained leaders for your operations provides you with the greatest chance for future success.



## **Benefits of an Assessment Center**

- Assessment centers measure job-related behaviors rather than other characteristics that are not directly related to effective job performance.
- Assessment centers measure a broader range of knowledge, skills, and abilities than more traditional methods, such as written tests or interviews.
- Assessment centers are standardized because testing conditions are identical for all candidates. This standardization insures that no candidate receives better or worse treatment than another.
- Assessment centers are fair regardless of age, gender or race. Unlike some testing programs, research has suggested that a candidate's age, gender, or race has no influence on the assessment ratings received.
- Candidates typically view assessment centers as a fair evaluation method.
- Assessment centers serve as a learning experience for assessors as well as for candidates. Assessors benefit from their training and experience as assessors; they can serve as a management-training tool that helps assessors improve their observational skills and their ability to accurately evaluate performance. Candidates benefit from the feedback they receive after going through the center. The assessment center identifies their strengths and areas in need of improvement.
- Assessment center ratings tend to be much more accurate than conventional ratings because the assessment center provides an opportunity for direct observation of behavior in a controlled setting with trained raters.

Each exercise is observed, evaluated and scored by at least three assessors. We conduct your Assessment Center in one-day depending on the number of candidates (additional days may be added for larger candidate pools). For Chief Officer selections, we recommend four exercises out of a group of five; Group Problem Solving Exercise, Writing Exercise, Presentation Exercise, In-Basket and Oral Interview Exercise.



## ASSESSMENT CENTER EXERCISES (Example)

<b>Exercise A</b>	<b>Presentation Exercise</b>
<b>Dimensions:</b> Ability to plan and organize their presentation, Written and oral communication skills, Problem analysis and Presentation skills.	
<b>Approximate Time Per Candidate: 30-45 Minutes</b>	
<b>Description:</b> This exercise requires the Candidate to prepare an outline and then give a presentation before a group (the Assessors). A wide range of topics, both traditional and current, are used to evaluate the Candidate's public speaking ability based on a limited preparation time. This exercise is intended to demonstrate the candidate's ability to present an idea, plan a presentation to various groups such as a workforce, civic group, and media, Village/City Manager and/or Board.	
<b>Exercise B</b>	<b>Group Exercise</b>
<b>Dimensions:</b> Communications, problem analysis, planning, organization, leadership, sensitivity, decision making, decisiveness, development of subordinates, initiative, listening and persuasiveness.	
<b>Approximate Time Per Candidate: 60 - 80 Minutes (Entire Group Together)</b>	
<b>Description:</b> This exercise is designed for middle and top management positions. A relevant topic is provided to the Candidates at the beginning of the exercise that needs to be resolved. The Candidates are required to work together in a group to reach a consensus with very limited information and limited direction. The exercise is used to evaluate the individual's ability to establish and work with informal leadership roles while making decisions and solving problems. Goals and objectives are typically provided as an outcome.	
<b>Exercise C</b>	<b>Structured Technical Oral Interview</b>
<b>Dimensions:</b> The structured interview is to assess both attitudinal and background information on the Candidate.	
<b>Approximate Time Per Candidate: 30-45 Minutes</b>	
<b>Description:</b> Candidate may be questioned in the following areas: <ul style="list-style-type: none"> <li>• Current issues and trends in the fire service including local, regional and national perspectives</li> <li>• Local department programs and needs derived from interviews of stakeholders</li> <li>• Candidate's previous leadership experience related to collective bargaining, accreditation and a variety of other subjects</li> <li>• Candidate's view of management functions, insight and leadership qualities</li> </ul>	
<b>Exercise D</b>	<b>Writing Exercise</b>
<b>Dimensions:</b> Conforms to assigned objectives and group consensus, presents problems and solutions, and writes completely and accurately, Logical order and format.	
<b>Approximate Time Per Candidate: Preassigned to Candidates and varies with individual effort</b>	
<b>Description:</b> This exercise is given to evaluate the Candidate's written communication in a narrative format. Candidates are assigned a topic that can be specifically related to the client's operations, or may be based on a general topic. Each has its own spectrum of evaluation based on accuracy, grammar, relativeness of the information provided, insight into the candidate's values and perspectives and more.	
<b>Exercise E</b>	<b>In-Basket Exercise</b>
<b>Dimensions:</b> Decision making, organization and planning, perception and analytical ability to related topics, sensitivity, decisiveness, oral communications, poise, energy and approach, delegation, follow up and control.	
<b>Approximate Time Per Candidate: 50-60 minutes for exercise and 15-20 minutes for the report out of findings and direction (Entire Group Together)</b>	
<b>Description:</b> Each candidate is provided a series of events/topics (usually 20) as assigned tasks with support documentation on the employer, daily conditions, etc. They individually prioritize and assign various tasks and directions through thorough documentation and support. This exercise is typically referred to as "a day in the life of my department" and widely accepted for the personal detail we provide specific to the client's operations. It is widely held that excellent performance on a well-designed in-basket exercise is an indicator of strong leadership and management capability. Candidates are evaluated based on daily task work, which includes explanations provided during their presentations.	

PROPOSAL

# City of Fort Atkinson

## Executive Recruitment Services for Fire Chief

Due Date: June 23, 2023

5:00 P.M. CDT

SUBMITTED BY:

MELISSA ASHER

*Sr. Practice Leader, Products and Services*

CPS HR Consulting  
2450 Del Paso Road, Suite 220  
Sacramento, CA 95834  
P: 916-471-3358  
masher@cpsshr.us  
Tax ID: 68-0067209


[www.cpsshr.us](http://www.cpsshr.us)



Your Path to Performance

**City of Fort Atkinson**  
**Proposal to Provide Recruitment Services**  
**For the position of Fire Chief**

I hereby certify that I am authorized to make this offer on behalf of the named company and to bind said company to this proposal. By submitting this proposal, I hereby represent that the firm identified below is fully qualified to perform the services described to achieve the organization's objectives in a professional manner.

Name of Firm	<u>CPS HR Consulting</u>
Address	<u>2450 Del Paso Road, Suite 220</u>
City/State/Zip	<u>Sacramento, CA 95834</u>
Signature	<u></u>
Name (Print)	<u>Melissa Asher</u>
Title	<u>Sr Practice Leader, Products &amp; Services</u>
Telephone Number	<u>(916) 471-3358</u>
E-Mail Address	<u>masher@cpsshr.us</u>
Date Submitted	<u>06/23/2023</u>

**PRICE PROPOSAL**

Total Cost of Activities - All costs related to travel, supplies, etc., are to be included.

Total, not-to-exceed cost: \$ 27,000

June 23, 2023

Rebecca Houseman  
City Manager  
City of Fort Atkinson  
101 N. Main St.  
Fort Atkinson, WI 53538

***Submitted via email to: [rhouseman@fortatkinsonwi.gov](mailto:rhouseman@fortatkinsonwi.gov)***

**Subject: Executive Recruitment for Fire Chief**

Dear Ms. Houseman:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the City of Fort Atkinson (City) with the recruitment of a new Fire Chief. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with executive search, screening, and placement.

We understand that each agency is unique, and our extensive experience allows us to tailor our process to specifically meet your needs. Our work with local government agencies throughout the United States gives us an in-depth understanding of government operations, programs, and services.

CPS HR offers a broad spectrum of human resource services while delivering personalized, results-oriented services, utilizing best practice methods of recruitment and selection strategies from our team of recruitment experts. Each recruitment is an opportunity to shape and prepare your organization for the future. We understand how important this transition is for you and are perfectly placed to assist you in this endeavor. Once this project begins, we will work with the City to tailor our process to highlight this exciting opportunity and attract the best possible candidates.

ORGANIZATION IDENTIFICATION INFORMATION	
Legal Name and DBA	Cooperative Personnel Services dba CPS HR Consulting
Main Office	<b>Physical:</b> 2450 Del Paso Road, Suite 220, Sacramento, CA 95834 <b>Mailing:</b> 2450 Del Paso Road, Suite 160, Sacramento, CA 95834
Phone	Main: (800) 822-4277; FAX (916) 263-3613
Type of Organization	Joint Powers Authority (Public Agency)
Website	<a href="http://www.cpsshr.us">www.cpsshr.us</a>

POINTS OF CONTACT	
<b>Principal Contact Person/Project Manager</b>	David Niemeyer, Executive Recruiter; (916) 471-3366; dniemeyer@cpsshr.us
<b>Authorized Contract Representative</b>	Melissa Asher, Senior Practice Leader; (916) 471-3358; masher@cpsshr.us

It is our commitment to work in partnership with your organization to a successful result.

Thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, **please contact me at (916) 471-3358 or via email at [masher@cpsshr.us](mailto:masher@cpsshr.us).**

Sincerely,



Melissa Asher  
Senior Practice Leader, Products and Services

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## Experience and Qualifications

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### a. About CPS HR Consulting

***CPS HR Consulting has been assisting organizations with their talent management needs for over 35 years.*** We have unique expertise in delivering HR management and consulting services, employment testing, and assessment services to government agencies throughout North America. Our core competency is its knowledge of and expertise in the public sector.



CPS HR offers clients a comprehensive range of competitively priced services, all of which can be customized to meet your organization's specific needs. We are committed to supporting and developing strategic organizational leadership and human resource management in the public sector. We offer expertise in the areas of organizational strategy, recruitment and selection, training and development, and organization and workforce management.

CPS HR occupies a unique position among its competitors in the field of government consulting; as a Joint Powers Authority, whose charter mandates that we serve only public sector clients, we actively serve all government sectors including Federal, State, Local, Special Districts, Higher Education, and Non-Profit Organizations. This singular position provides CPS HR with a systemic and extensive understanding of how each government sector is inter-connected to each other and to their communities. That understanding, combined with our knowledge of public and private sector best practices, translates into meaningful and practical solutions for our clients' operational and business needs.

With more than 85 full-time employees as well as 200+ project consultants and technical experts nationwide, CPS HR delivers breakthrough solutions that help public sector organizations impact the communities they serve. CPS HR has worked with more than 1,200 government and public/non-profit clients throughout the United States and Canada.

Our headquarters are located in Sacramento, California. We have regional offices in Austin, TX; Littleton, CO; and Orange County, CA.



## b. Executive Recruitment Team

CPS HR has assembled a strong project team with each member possessing extensive recruiting experience and a direct, in-depth understanding of local government. Our executive recruitment team will work collectively to fulfill the City's needs in a timely and effective manner. We are committed to providing each of our clients the same level of service excellence, and we take great care not to take on more work than this commitment allows. We will not utilize subcontractors for these services. No staff members will be removed or replaced without the prior written concurrence of the City.

Role/Project Assignment	Name	Phone	Email
Executive Recruiter	David Niemeyer	(916) 263-1401	dniemeyer@cpshr.us

## Team Biographies

### **David J. Niemeyer, Executive Recruiter**

David Niemeyer brings 38 years of local government management experience including managing 7 communities in the suburban Chicago area. He brings an extensive practitioner's experience in government services to the CPS HR Executive Recruitment team through his roles as Village Manager, City Manager, Village Administrator, and City Administrator/Assistant to the Mayor all in the state of Illinois. Human resources and senior executive recruitment are areas that he excels in and thoroughly enjoys.

Mr. Niemeyer led recruitments for over 15 department head vacancies as well as numerous other management positions. This included preparing recruitment profiles and brochures, screening candidates and creating a list of top candidates for the elected officials, developing interview questions, managing assessment centers, conducting background checks, and negotiating employment offers. His most recent large recruitment was for the police chief of Tinley Park which included a day long assessment center.

He recently retired as the village manager for the Village of Tinley Park, where he oversaw redevelopment of the downtown and two aging retail centers, as well as establishing a new music brand to promote tourism and development in the community. He also was the village manager of Oak Brook, a well-known retail destination area and home to several corporate headquarters, where he undertook a major reorganization of the staff that reduced the village's annual operating budget about 10% and established a new management performance evaluation system.

David has a reputation as an ethical, engaged, collaborative leader, who has excellent communication and listening skills. He has a calm, focused disposition and has worked with vocal and diverse elected boards and residents to develop a consensus on controversial issues.

Additionally, he has worked in a variety of different communities in terms of wealth, demographic, political stability, culture and differing goals. A candidate that is successful in one community may not be successful in other, and so it is important that a recruiter understands the importance of candidate fit in an organization. Mr. Niemeyer's experience in diverse communities will help in screening candidates that are a good match for an organization.

As a City Manager, Mr. Niemeyer led 3 successful Fire Chief recruitments.

### c. Recruitments and References for David Niemeyer

Client	Project	Start Date	End Date	References
Sierra Lakes County Water District, CA	General Manager	1/9/2023	5/12/2023	Jennifer Jackson, Board Member; 415-378-4074; jjackson@slcwg.org
City of Madera, CA	Finance Director	12/8/2022	4/18/2023	Wendy Silva, Director of Human Resources; 559-661-5481; wsilva@madera.gov
City of Madera, CA	Public Works Operations Director	12/8/2022	4/24/2023	Wendy Silva, Director of Human Resources; 559-661-5481; wsilva@madera.gov
City of Farmers Branch, TX	Police Chief	11/4/2022	2/20/2023	Jacky Trevino, Human Resources Analyst ; 972-919-2555; Jacky.trevino@farmersbranchtx.gov
County of Johnson, KS	Director of Facilities	9/16/2022	1/5/2023	Joe Connor, Assistant County Manager; 913-715-0430; Joe.Connor@jocogov.org
Selma-Kingsburg-Fowler County Sanitation District, CA	General Manager	8/11/2022	3/15/2023	Hilda Montoy, Attorney; hildac@montoylaw.com
City of San Diego, CA	Community Engagement Coordinator	7/25/2022	2/13/2023	Liz Barat, Administrative Services Director; 619-602-9614; ebarat@sandiego.gov.
County of Inyo, CA	Deputy Director for Public Health and Prevention	5/13/2022	3/6/2023	Sue Dishion, Assistant County Administrator; 760-878-0377; sdishion@inyocounty.us

City of Cincinnati, OH	Police Chief – currently conducting Fire Chief recruitment	6/27/2022	12/20/2022	Kelly Carr, Deputy Human Resources Director; 513-352-3486; Kelly.carr@cincinnati-oh.gov
City of Flagstaff, AZ	Water Services Director	6/23/2022	10/28/2022	Shannon Anderson, Deputy City Manager; 928-213-2084; sanderson@flagstaffaz.gov
City of San Carlos, CA	Assistant Community Development Director	6/6/2022	11/4/2022	Rebecca Mendenhall, Administrative Services Director; 650-232-9648; Rmendenhall@cityofsancarlos.org
City of Bozeman, MT	Community Development Director	3/16/2022	11/11/2022	Cassandra Tozer, Human Resources Director; 313-799-2255; ctozer@bozeman.net
County of Trinity, CA	Director of Transportation	10/20/2021	4/25/2022	Suzie Hawkins, Administrative Coordinator; 530-623-1382; shawkins@trinitycounty.org

## d. CPS HR Related Recruitments

### Recruitment Experts

CPS HR specializes in the recruitment and selection of key professionals for cities, counties, special districts, and non-profits. Working in partnership with the governing body or selection team, we develop customized search strategies that focus on locating and recruiting qualified candidates who match the agency's unique needs. Our wealth of recruitment experience has been gained through **more than 20 years** of placing top and mid-level executives in public agencies throughout the United States.

- **Unmatched Recruitment Experience for Government Agencies.** CPS HR has extensive experience in recruiting executive-level professionals for public agencies across the United States. As a public agency ourselves, we understand how to work with and within government. Our understanding of public sector culture and policy uniquely sets us apart from our competitors.
- **Focus on Diversity Recruiting.** In the past three years, 57% of the candidates placed by CPS HR are female, members of ethnic minorities or both. To continue this trend, CPS HR is constantly assessing the best methods for reaching the broadest network of possible

candidates. To that end, we have just signed a contract with Zoom Info, a new sourcing platform, that includes a diversity sourcing filter.

- **Seasoned Executive Recruiters.** Our recruiters possess a high level of expertise in recruiting and placing executive-level professionals. Our staff of experts includes an exceptional group of full-time employees as well as a full complement of subject matter experts, intermittent employees, and part-time employees with a variety of public and private sector experience.
- **Detailed Needs Assessments.** We conduct a detailed needs assessment to identify 1) future organizational direction; 2) challenges facing the position; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics.
- **Success Recruiting Non-Job Seeking Talent.** We recognize that the very best candidates for some types of positions may not be looking for a career change, therefore, our recruitment team takes a very aggressive approach to identify and recruit such candidates.
- **Vast Pool of Public Agency Contacts.** CPS HR maintains a database of candidates and an extensive network of external resources to leverage for executive-level positions. We utilize our vast pool of public and non-profit contacts to deliver a strong list of competitive candidates who will be well prepared to assist you in the accomplishment of your specific mission and goals.
- **Satisfied Clients.** *Our executive search client satisfaction rating averages 4.6 on a scale of 5.* While many companies talk about client satisfaction, how many measure the impact of that through assessing client satisfaction by distributing written surveys and tying the results of these surveys to their performance management system? CPS HR Consulting does. A client satisfaction survey is sent at the end of every engagement requesting feedback on the quality of our staff, deliverables, and the overall consulting relationship.
- **Retention/Success Rate.** Our success rate is tied to the longevity of the candidates we place, currently more than 95% of our placements are still in their position after two years.
- **Partial list of recruitments.** Below is a brief listing of recent *similar recruitments* to show our experience with similar executive recruitments. A detailed list of all executive recruitments completed in the past two years is available under **Appendix B** for the City's review.

Agency	Title	Year Completed
City of Cincinnati, OH	Fire Chief	Current
City of Aurora, CO	Fire Chief	2023
City of San Jose, CA	Deputy Fire Chief	2022

*Proposal to City of Fort Atkinson  
Executive Recruitment for Fire Chief*

Agency	Title	Year Completed
Nederland Fire Protection District, CO	Fire Chief	2022
City of Albany, CA	Fire Chief	2021
City of Missouri City, TX	Fire Chief	2021
City of League City, TX	Fire Chief	2021
City of Aurora, CO	Public Safety Communications Center Director	2019
City of Redlands, CA	Fire Chief	2019
City of Las Vegas, NV	Fire Communications Supervisor	2018
South Metro Fire Rescue, CO	Chief Human Resources Officer	2018
City of Missouri City, TX (Fire Department)	Emergency Management Coordinator	2018
City of San Jose, CA	Deputy Director of Emergency Services (Fire)	2018
City of Aurora, CO	Fire Chief	2017
City of San Jose - Fire Department, CA	Deputy Director of Administration	2017
CA State Assembly, CA	Chief Sergeant-at-Arms	2016
California Department of Toxic Substance Control, CA	Director, Office of Emergency Management	2016
California Office of Emergency Services, CA	Assistant Director of Public Safety Communications	2016
Cosumnes Community Services District, CA	EMS Division Performance and Development Manager	2016
City of Missouri City, TX	Fire Chief	2016
Orange County Fire Authority, CA	Human Resources Director	2016
County of Orange, CA	Chief Deputy Probation Officer	2016
County of Santa Barbara, CA	Director, Office of Emergency Management	2016

## Approach/Strategy to Perform the Project

### a. Tentative Schedule

The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed contractual agreement. All search activities up to and including the selection of new Fire Chief can be completed in 12 to 14 weeks. The precise schedule will depend on the placement of advertising on appropriate professional and affiliate websites, and the ability to schedule, as quickly as possible, the initial meeting. A proposed schedule of major milestones is presented below.

Task Name	Month 1				Month 2				Month 3				Month 4			
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meeting	➤															
Draft Brochure		➤														
Brochure Approved/ Printed & Place Ads		➤														
Aggressive Recruiting					➤											
Final Filing Date						➤										
Preliminary Screening							➤									
Present Leading Candidates									➤							
Semi-finalist Interviews										➤						
Reference/ Background Checks											➤					
Final Interviews												➤				
Appointment													➤			
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

## **b. Our Approach**

### **Key Stakeholder Involvement**

The Police and Fire Commission and the City Manager on behalf of the City of Fort Atkinson must be intimately involved in the search for a new Fire Chief. Our approach assumes their direct participation in key phases of the search process. At the discretion of the Police and Fire Commission and the City Manager, other key stakeholders may also be invited to provide input for the development of the candidate profile.

### **City's Needs**

A critical first step in a successful executive search is for the Police and Fire Commission and the City Manager to define the professional and personal qualities required of the Fire Chief. CPS HR has developed a very effective process that will permit the Police and Fire Commission and the City Manager to clarify the preferred future direction for the City; the specific challenges the City is likely to face in achieving this future direction; the working style and organizational climate the Police and Fire Commission and the City Manager wishes to establish with the Fire Chief; and ultimately, the professional and personal qualities required of the Fire Chief.

### **Aggressive, Proactive, and Robust Recruitment**

We take an aggressive approach in identifying and recruiting the best available candidates. There are those candidates who would gladly rise to the professional challenge and apply for this position; however, some of the best candidates are often not actively seeking a new position and may only consider a change once we present them with your opportunity. Evoking the sense of vision and opportunity in qualified persons is among the responsibilities of CPS HR, and we pride ourselves in our efforts to reach the best available potential candidates. We use advertisements, directly email the outreach brochure, post messages and connect with potential candidates on business media such as LinkedIn, and of course, pick up the phone and call qualified individuals and referral sources.

### **Diversity Outreach Process**

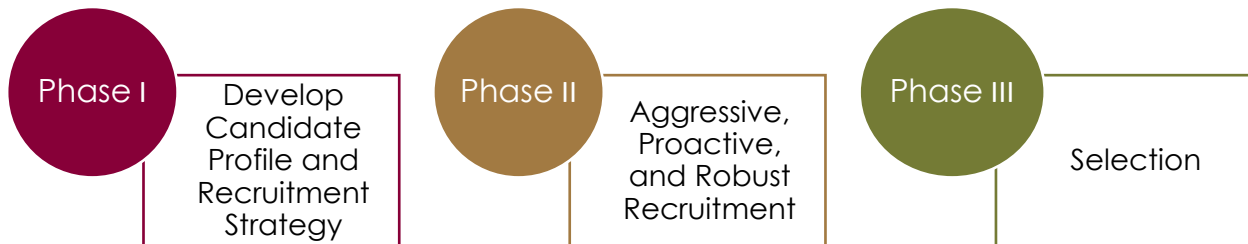
CPS HR strives to attract the most highly qualified, diverse candidate pool possible. We are pleased that our diligent efforts have resulted in more than 57% of our executive level placements being people of color and/or female candidates within the past three years.

We accomplished this by advertising with organizations like the National Forum for Black Public Administrators and the Local Government Hispanic Network in order to reach these specific population groups. We also seek candidate referrals from local subject matter experts and the national leadership of groups like Women Leading Government. By taking the time to directly contact these influential industry experts, we ensure that we capture the maximum number of distinguished candidates – particularly those who are well-known in their industries, but who may not be actively looking for a new job.

The result is incredibly diverse candidate pools. Our clients have been quite pleased with our process and end results.

## Methodology and Scope of Work

Our proposed executive search process is designed to provide the City with the full range of services required to ensure the ultimate selection of a new Fire Chief uniquely suited to the City's needs.



**Phase I:** Our consultant will meet with the Police and Fire Commission and the City Manager to ascertain the City's needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with the City.

**Phase II:** The recruitment process is tailored to fit the City's specific wants and needs, with targeted advertising, combined with contacts with qualified individuals from our extensive database.

**Phase III:** The selection process is customized for the City. CPS HR will work with the Police and Fire Commission and the City Manager to determine the process best suited to the City of Fort Atkinson.

### Phase I - Develop Candidate Profile and Recruitment Strategy

**Task 1 - Review and Finalize Executive Search Process and Schedule**

**Task 2 - Key Stakeholder Meetings**

**Task 3 - Candidate Profile and Recruitment Strategy Development**

**Task 4 - Develop Recruitment Brochure**

The first step in this engagement is a thorough review of the City's needs, culture and goals; the executive search process; and the schedule. CPS HR is prepared to meet with key stakeholders to obtain input in developing the ideal candidate profile and to assist us in understanding key issues and challenges that will face a new Fire Chief. Activities will include:

- Identifying key priorities for the new Fire Chief and the conditions and challenges likely to be encountered in achieving these priorities.
- Describing the type of working relationship the Police and Fire Commission and the City Manager wish to establish with the Fire Chief.



- Generating lists of specific competencies, experiences, and personal attributes needed by the new Fire Chief in light of the discussions above.
- Discussing recruitment and selection strategies for the Police and Fire Commission and the City Manager’s consideration to best produce the intended results.

CPS HR will provide a summary to the City stemming from these activities as an additional source of information for developing the candidate profile and selection criteria.

Following the completion of the workshop session, CPS HR will work with a professional graphic artist to design a recruitment brochure and present it to the City for review. Please refer to **Appendix A** for a sample brochure. Additional brochure examples are available on our website at [www.cpshr.us/recruitment-solutions/executive-search](http://www.cpshr.us/recruitment-solutions/executive-search).

## Phase II – Aggressive, Proactive, and Robust Recruitment

### Task 1 – Place Advertisements

### Task 2 - Identify and Contact Potential Candidates

### Task 3 – Resume Review and Screening Interviews

### Task 4 – Police and Fire Commission and City Manager Select Finalists

The recruitment process is tailored to fit the City’s specific wants and needs, with targeted advertising, combined with personal contacts with qualified individuals from our extensive database.

CPS HR will prepare, submit for your approval, and publish advertisements on professional and affiliate websites to attract candidates on a nationwide, regional, local or targeted basis based on the recruitment strategy. Examples may include:

Advertising Sources	
● CPS HR website	● International Fire Marshals Association
● Wisconsin State Fire Chiefs Association	● International Association of Fire Chiefs
● League of Wisconsin Municipalities	● National Fire Chief’s Council
● LinkedIn	● International Association of Black Professional Fire Fighters
● FireRescue1 (FIRE CHIEF)	● National Association of Hispanic Firefighters
● International Association of Women in the Fire & Emergency Services	● National Fire Protection Association
● International Association of Fire Fighters	● DiversityJobs.com

As a consulting firm that interacts with hundreds of public sector executives during engagements, we have a cadre of individuals who we inform of recruitments, both to increase the visibility of the opening and to attract appropriate individuals who fit the special needs of our client. Communication with these professionals ensures that an accurate picture of the requirements of the job is apparent and proliferated throughout their professional networks.

***CPS HR is focused on reaching a diverse candidate pool*** and would recommend publications/websites that are targeted to minority and female candidates. In addition to placing ads on websites aimed at minority candidates, we will contact leaders within appropriate associations to gain their insight and referrals of possible candidates.

***Within the past three years, more than 57% of our executive level placements have been minority and/or female candidates.***

CPS HR will prepare an email distribution list containing prospective candidates and referral sources. These individuals will receive a link to the Fire Chief brochure along with a personal invitation to contact CPS HR should they have any questions about the position.

CPS HR maintains a comprehensive, up-to-date database of industry leaders and experienced professionals; however, we do not rely solely upon our current database. We also conduct research to target individuals relevant to your specific needs and expectations to ensure that we are thorough in our efforts to market this position to the appropriate audience and to garner a diverse and quality pool of candidates.

We will:

- Convey a strong sense of the purpose and strategy of the City. For many talented individuals, understanding these aspects is one of the key motivators to compete in such an environment.
- Provide guidance and resources to candidates regarding the area's cost of living, mean and median housing prices, higher education opportunities, K-12 education information, and other aspects of interest to those who are considering relocating to the area.
- Actively seek highly qualified candidates who may be attracted by the prospect of collaboration with other departments, providing exceptional leadership to the City or continuing to ensure the public confidence in the integrity of the City.

CPS HR will directly receive and initially screen all resumes. This screening process is specifically designed to assess the personal and professional attributes the City is seeking and will include a thorough review of each candidate's resume, and if applicable, supplemental questionnaire responses and other supporting materials. CPS HR will personally speak to selected candidates during a preliminary screening interview and will spend extensive time ascertaining each candidate's long-term career goals and reasons why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management philosophy. We will gather data on any other unique aspects specific to this recruitment based upon the candidate profile, as well as conduct internet research on each candidate interviewed.

CPS HR will prepare a written report that summarizes the results of the recruitment process and recommends candidates for further consideration by the Police and Fire Commission and the City Manager. Typically, the report will recommend five to eight highly qualified candidates and will

include resumes and a profile on each interviewee's background. CPS HR will meet with the Police and Fire Commission and the City Manager to review this report and to assist them in selecting a group of finalists for further evaluation.

### Phase III – Selection

#### **Task 1 - Design Selection Process**

#### **Task 2 - Administer Selection Process**

#### **Task 3 – Final Preparation for Appointment**

#### **Task 4 – Contract Negotiation (if requested)**

CPS HR will design a draft selection process based on information gathered in Phase I. We will meet with the City to review this process and discuss the City's preferred approach in assessing the final candidates. The selection process will typically include an in-depth interview with each candidate but may also include other selection assessments such as an oral presentation, preparation of written materials, and/or problem-solving exercises.

We will coordinate all aspects of the selection process for the City. This includes preparing appropriate materials such as interview questions, evaluation manuals, and other assessment exercises; facilitating the interviews; assisting the City with deliberation of the results; and contacting both successful and unsuccessful candidates.

Following the completion of the selection process, CPS HR will be available to complete the following components:

- **Arrange Follow-up Interviews/Final Assessment Process:** Should the City wish to arrange follow-up interviews and/or conduct a final assessment in order to make a selection, CPS HR will coordinate this effort.
- **Conduct In-Depth Reference Checks:** The in-depth reference checks are a comprehensive 360-degree evaluation process whereby we speak with current and previous supervisors, peers, and direct reports. (It is our policy to not contact current supervisors until a job offer is made, contingent upon that reference being successfully completed, so as not to jeopardize the candidates' current employment situation.) Candidates are requested to provide a minimum of five references. CPS HR is able to ascertain significant, detailed information from reference sources due to our commitment to each individual of confidentiality, which leads to a willingness to have an open and candid discussion and results in the best appointment for the City. A written (anonymous) summary of the reference checks is provided to the City.
- **Conduct Background Checks:** Upon a conditional job offer, we will arrange for a background check of a candidate's records on driving, criminal and civil court, credit history, education, published news, and other sensitive items. Should any negative or questionable content appear during these checks, CPS HR will have a thorough discussion

with the finalist(s) and will present a full picture of the situation to the City for further review.

- **Contract Negotiation (if requested):** Successful negotiations are critically important, and we are available to serve as your representative in this process. With our expertise, we can advise you regarding current approaches to various components of an employment package. We can represent your interests with regards to salary, benefits, employment agreements, housing, relocation, and other aspects, with the ultimate goal of securing your chosen candidate.

### c. Commitment to Communication

Throughout the recruitment process, we are strongly committed to keeping you fully informed of our progress. We will collaborate with you to provide updates on the status of the recruitment via your preferred method of communication (phone conference, email, etc.).

We place the highest level of importance on customer service and responding in a timely manner to all client and candidate inquiries. Our previous clients and candidates have expressed a sincere appreciation for our level of service and responsiveness to the management of the recruitment process. As a result, we have many long-term relationships with clients that have led to opportunities to assist them with multiple recruitments.

CPS HR's communication continues once you have selected the new Fire Chief. We will contact the Police and Fire Commission, the City Manager and the newly appointed Fire Chief within six months of appointment to ensure an effective transition has occurred.

### d. Challenges to a Success Recruitment

The current employment market has some challenges which we have been addressing for the last year:

1. Multiple job opportunities and offers for candidates
2. High costs of relocation
3. Today's social media environment is also a challenge. High-profile public-sector jobs can be politically challenging, and today's social media scrutiny intensifies controversy, whether real or perceived. Candidates need to be prepared for the realities of this environment.

The primary way we combat these challenges is, first through our marketing efforts, and secondly through our vetting process. Our marketing language and collateral pieces will always put the agency in its best light while providing a realistic picture of the opportunity. We write to attract the right candidate who willingly wants to step up to the challenge and contribute within the community. We reinforce this through our screening and vetting process, having in-depth conversations and interviews with candidates to understand their motivations and derailers before we recommend them for further consideration in the process.

# Cost Proposal

## a. Professional Services Cost

Our professional fixed fee covers all CPS HR services and deliverables associated with **Phases I, II, and III** of the recruitment process. Travel expenses for candidates who are invited forward in the interview process are not included.

Professional Fixed Fee*	
Professional Services for Full Recruitment (Fixed Flat Fee)	\$27000

\*Professional fees would be billed and paid monthly.

## b. Hourly Rates

The following tasks will be performed by the assigned project manager. Our executive recruitment team members will serve as additional resources as needed. The following table is a break-down of our \$27,000 flat fee based on a recruiters' time at \$125 per hour including the cost of all deliverables – recruitment brochure, advertising, consultant travel, printing/shipping, background checks, and miscellaneous expenses.

Task/Consultant Role	Total
Phase I. Develop Candidate Profile and Recruitment Strategy	
Task 1 – Review and Finalize Executive Search Process and Schedule	\$1,500
Tasks 2 & 3 – Development of Candidate Profile and Recruitment Strategy including comprehensive stakeholder engagement	\$3,000
Tasks 4 & 5 – Development and Creation of Recruitment Brochure and Place Advertisements	\$4,000
Phase II. Recruitment	
Task 1 – Identify and Contact Potential Candidates	\$5,000
Task 2 – Resume Review and Screening Interviews	\$3,000
Task 3 – Finalists Selected – Preparation and Provision of Final Report	\$2,000
Phase III. Selection	
Task 1 – Design Selection Process	\$2,000
Task 2 – Administer Selection Process – Preparation and Provision of Evaluation Materials	\$4,000

Task/Consultant Role	Total
Task 3 – Final Preparation for Appointment: Arrange Follow-up Interviews, Final Assessment Process, In-Depth Reference and Background Check	\$2,500
<b>Professional Fees Total</b>	<b>\$27,000</b>

### c. Estimates of Additional Services and/or Expenses Not Included

All expenses incurred to complete a full executive recruitment for the Fire Chief are included in the professional fee total. CPS HR does offer additional tools such as the Personality Inventory Assessment to further assess their candidates. This is an optional service and the cost is additional.

#### **Personality Inventory Assessment**

In order to measure candidates' attitude, motivation, and personality, the Police and Fire Commission and City Manager may wish to consider the use of a personality inventory. CPS HR has a unique relationship with Hogan Assessment Systems to provide its products to the government sector. As an international authority in personality assessment, Hogan has over 30 years of experience helping agencies evaluate leadership potential. Hogan's Leadership Forecast Potential Report, for example, outlines an individual's day-to-day leadership style, including behavioral descriptions and leadership competencies in terms of seven dimensions of normal personality that address a different component of leadership performance. In addition to being informative about individuals' attitude, motivation, and personality, these personality measures are also highly reliable in terms of their prediction for successful job performance. These optional reports are priced from \$150 - \$450 per candidate based on the suite of assessments chosen.

## Additional Material

### a. Alternate Proposals to Reduce Cost

CPS HR offers **Outreach Only** or **Partial Recruitment** services if a full recruitment is not currently needed by the City.

Below is a breakdown of the services included in each recruitment option.

Task	Description	Outreach	Partial	Full
Phase I - Develop Candidate Profile and Recruitment Strategy				
1	Finalize Schedule		X	X
2	Hold Key Stakeholder Meetings	X	X	X
3	Develop Candidate Profile	X	X	X
4	Develop Recruitment Brochure	X	X	X
Phase II – Aggressive, Proactive, and Robust Recruitment				
1	Place Ads	X	X	X
2	Identify and Contact Potential Candidates	X	X	X
3	Review Application Materials		X	X
4	Conduct Screening Interviews		X	X
5	Submit Client Report		X	X
6	Client Meeting to Select Semifinalists		X	X
7	Notify Candidates		X	X
Phase III – Selection				
1	Prepare Assessment			X
2	Schedule Candidates; Coordinate Travel			X
3	Prepare Evaluation manuals			X
4	Facilitate Finalist Selection Process			X
5	Conduct Reference and Background Checks			X
6	Assist in Negotiation (if requested)			X

### Professional Services

Our professional fixed fee covers all CPS HR services associated with the recruitment process selected (**Outreach Only, Partial Recruitment or Full Recruitment**), including the necessary field visits.

Travel expenses for candidates who are invited forward in the interview process are not included.

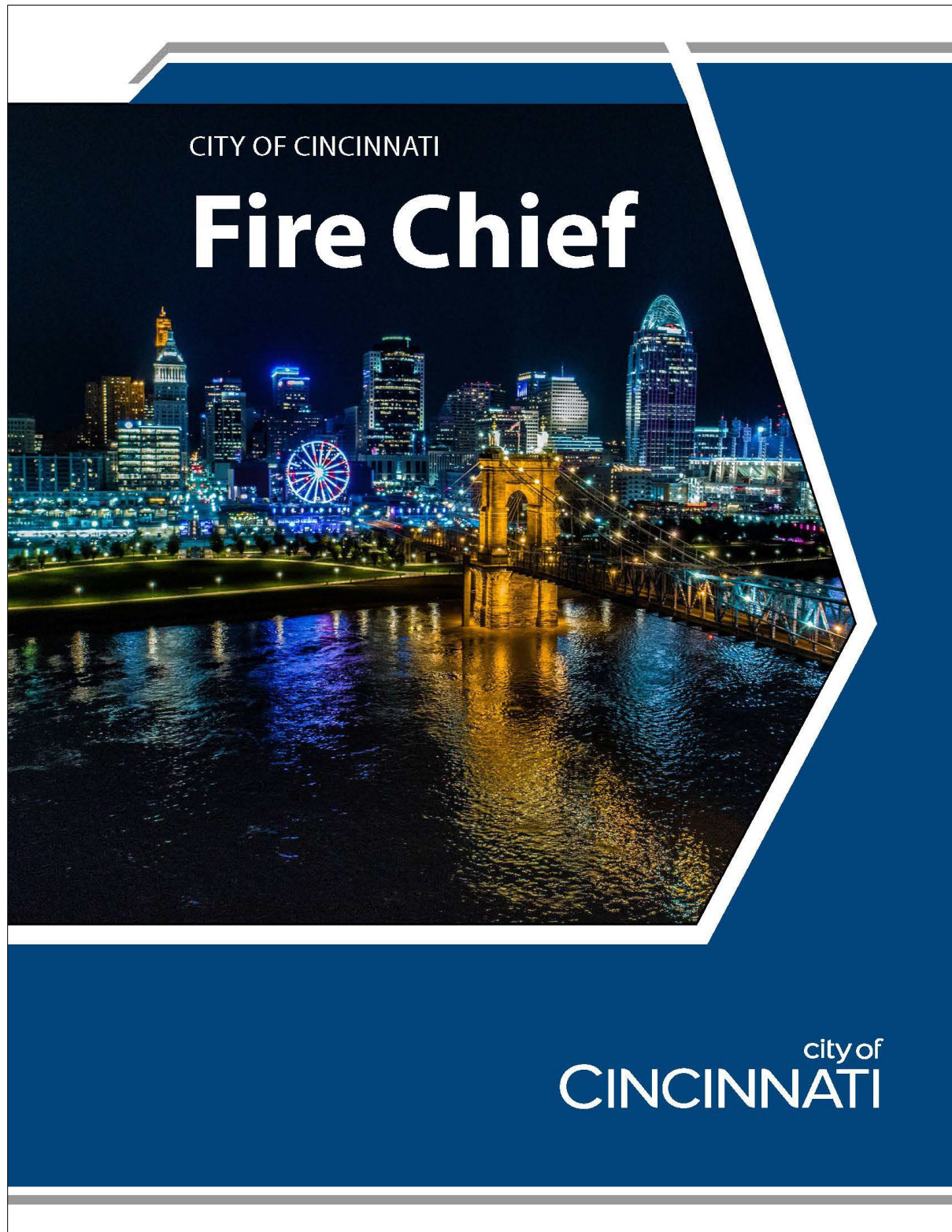
Professional Fixed Fee & Reimbursable Expenses*	
Professional Services for Outreach Only	\$10,000
Professional Services for Partial Recruitment	\$20,000
Professional Services for Full Recruitment	\$27,000

*\*Professional fees for a Partial and Full recruitment would be billed and paid monthly. Professional fees for an Outreach/Advertising project will be billed and paid in full after the completion of the project.*



b. Sample Work Products

**Sample Brochure**



The City of Cincinnati is seeking an exceptional and progressive leader to serve as its Fire Chief. The City desires an entrepreneurial, collaborative leader who can engage with an active, diverse, and involved community, has experience leading and innovating on public safety issues, and has demonstrated experience in change and performance management.



## THE CITY

Located on the north bank of the Ohio River in Hamilton County, the City of Cincinnati is a major city in the Ohio Valley. Cincinnati, which has a population of approximately 300,000, anchors a metropolitan area with a population of 2.1 million and a land area of 79.54 square miles, is the third largest city in Ohio and the 65th largest city in the United States. Cincinnati is a unique and special place, with all of the benefits of a large city yet the closeness and comforts of a small town.

The distinctive and reasonably priced housing, unique and walkable neighborhoods, natural beauty, outstanding historic districts and landmarks, exceptional arts and cultural attractions, major league sports, and first-rate higher education offerings make it a city with a lifestyle that is competitive with some of the largest cities in the country. In addition to its historic sites, Cincinnati has a variety of attractions driving a tourism industry that offers world-class and unparalleled arts, celebrated institutions, and first-class entertainment and restaurant options. Cincinnati is proud to be home of the Cincinnati Reds, Cincinnati Bengals, two-time Tony Award winning Playhouse in the Park, one of the top five Zoos in the country, world class museums, and a nationally recognized park system.

## CITY GOVERNMENT

Mayor Aftab Pureval was elected as Cincinnati's 70th Mayor in 2021. Mayor Pureval and his administration work closely with the City Council, many of whom were also newly elected in 2021. The nine member Cincinnati City Council is the City's legislative body. Members are elected at large for two-year terms. The popularly elected City Council is responsible for enacting ordinances, imposing taxes, making appropriations, establishing policy, and hiring some city officials. The mission of the Cincinnati City Council is to provide, in a democratic and transparent manner, efficient and effective services which will make Cincinnati a better place into which live, work, and play. The City Council approved the 2023 budget that totaled approximately \$1.5 billion.

The City Manager is appointed by the Mayor and Council and has overall responsibility for all 30 City departments and provides leadership, supervision, and general direction for the City Management team. The current City Manager, Sheryl Long, was recently appointed in August 2022.

To learn more, visit [www.cincinnati-oh.gov](http://www.cincinnati-oh.gov).



## THE FIRE DEPARTMENT

The Cincinnati Fire Department (CFD) was organized in 1853 and is the nation's oldest fully paid professional fire department. The CFD provides fire suppression, first responder emergency medical services, Advanced Life Support (ALS) transport, arson investigation, fire prevention and responds to hazardous devices and material incidents in the 77 square miles of the City.

The Department operates 26 fire stations strategically situated throughout the City, housing 26 Engine companies; 12 Truck (Ladder) companies; 2 Heavy Rescue units; and 12 Medic Units (Advanced Life Support Transport units). CFD also provides coverage to 25 miles of Ohio River shoreline.

The Department's operating budget for FY 2023 is approximately \$144 million. The department employs a total of 889 employees, 841 sworn and 48 non-sworn, across the various divisions. The City has had five fire chiefs over the past 30 years.

## PRIORITIES, INITIATIVES, AND CHALLENGES

- ◆ Attracting new firefighters and looking for innovative ways to involve the community in developing an enhanced and diverse recruitment program.
- ◆ Reviewing fire and ambulance call staffing levels and responsiveness, developing new and innovative ideas to improve service levels in a cost-effective manner.
- ◆ Working with the City Manager's office on renewal of the rank and file and supervisors' union contracts.
- ◆ Reviewing the department's training program and modifying as needed to improve the department's performance and develop leadership in the department.
- ◆ Developing ideas that can save the department money or increase revenues.
- ◆ Overseeing implementation of several capital projects over the next few years, including construction of 2 new fire stations to replace 2 obsolete stations, female firefighter facility upgrades, and construction of a new fire training center.
- ◆ Reviewing and modernizing the department's internal processes, including their HR and performance management systems.
- ◆ Looking at the City's facility and large capital equipment needs over the next several years and determine whether changes can be made.
- ◆ Developing a public safety academy.

city of  
**CINCINNATI**



## THE IDEAL CANDIDATE

The ideal candidate will:

- ◆ Have a clear and comprehensive understanding of the principles of effective leadership and management. A successful Chief will be authentic, relationship focused, decisive, adaptable, humble, dynamic, avoids community politics but is politically savvy, does not steer clear of conflict, and has unquestioned integrity.
- ◆ Have good written and oral communication skills, including being an active listener. Can communicate with people with different backgrounds.
- ◆ Be a proven leader with extensive experience managing in cities of similar size.
- ◆ Be able to create promotable pathways through professional development and business acumen to build our bench strength in the department.
- ◆ Be able to identify and correct deficiencies in the department.
- ◆ Demonstrate cultural competency and has experience as a leader in change management and performance management. Can lead the department through difficult culture shifts and lead the change.
- ◆ Have experience with innovative, diverse recruitment strategies. Values race and gender equity in recruitment practices.
- ◆ Possess an entrepreneurial spirit. In collaboration with the City Manager, is able to set and communicate department vision and priorities.
- ◆ Has experience in all fire service divisions including personnel, operations, training, recruitment, finance, communications, administration, emergency management, fire prevention, code enforcement, public education, and community relations.
- ◆ Experience in a department with a large, fire department based advanced life support system have experience with capital projects, budgeting, and strategic planning.
- ◆ Has experience navigating relationships with organized labor unions and negotiating labor contracts.
- ◆ Be a leader of impeccable character who will take accountability and ownership for the department. Can build trust and respect with the community and department staff.
- ◆ Values a collaborative partnership with the City Manager. Will support and implement the priorities or directives of the City Manager.
- ◆ Possess a familiarity with fire department accreditation, ISO improvement, working with neighboring jurisdictions and technology to improve services.
- ◆ Seek a long-term home and commitment to the City of Cincinnati.

## EDUCATION AND EXPERIENCE

A Bachelor's degree from an accredited four-year college or university required in Fire Science or Public/Business Administration. A Master's degree in Public/Business Administration is highly desirable. Ohio certifications and licenses including NFPA Firefighter II or equivalent or ability to obtain within 6 months of employment. Possession of or willingness to participate in the Ohio Fire Chief's Credentialing and Fire Executive Program.

### AND

Five (5) years of progressively senior management experience as a fire service officer, including at least three (3) years supervisory/manager experience. Experience serving at an executive level in a mid-sized agency or larger is highly desirable, with management experience at an agency the size of Cincinnati is desirable.

## COMPENSATION AND BENEFITS

The compensation and benefits package will be competitive and negotiable depending on the experience and qualifications of the chosen candidate. The starting salary range for this position is **\$180,000 to \$205,000** annually..

The position offers the following benefits:

- ◆ 11 paid holidays.
- ◆ Vacation time for executive level positions is negotiable.
- ◆ 80/20 health insurance plan for all full-time Cincinnati employees and their dependents.
- ◆ Group Life Insurance.
- ◆ Flexible Benefits Plans.
- ◆ Voluntary Deferred Compensation Program.
- ◆ Ohio Police and Fire Pension Program.

Some benefits currently offered to employees may be modified in the future.







## APPLICATION AND SELECTION PROCEDURE

This position is open until filled. To be considered for this exceptional career opportunity, submit your resume, cover letter, and a list of six work-related references that will not be contacted until the final interviews (two supervisors, two direct reports, and two colleagues) by the first resume review date of **July 6, 2023**. Resume should reflect years and months of employment, beginning / ending dates, as well as the size of staff and budgets you have managed.

**Per Cincinnati law, resumes are a public record as soon as they are received.** The press and citizens may request copies of applications through the City's Freedom of Information Act.

Please go to our website to submit your application: <https://www.cpshr.us/recruitment/2216>

For further information contact:

**CPS HR CONSULTING**

David Niemeyer  
CPS HR Consulting  
(916) 471-3326  
E-mail: [dniemeyer@cpshr.us](mailto:dniemeyer@cpshr.us)  
Website: [www.cpshr.us](http://www.cpshr.us)

Resumes will be screened in relation to the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultants. The most qualified candidates will be invited to a semi-final virtual interview process with the City. From there, the most qualified candidates will be invited to final interviews in Cincinnati in late August. An appointment will be made by the City Manager following comprehensive reference and background checks.

## c. Placement Guarantee

### **Two-Year Service Guarantee**

CPS HR typically offers a one-year guarantee, however, in this instance, we will honor a two-year guarantee based on the requirements of the City's RFP. If the employment of the candidate selected and appointed by the City as a result of a **full executive recruitment (Phases I, II, and III)** comes to an end before the completion of the initial two years of service, CPS HR will provide the City with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The City would be responsible only for expenses such as re-advertising, consultant travel, additional background checks, etc. **This guarantee does not apply to situations in which the successful candidate is promoted or re-assigned within the organization during the two-year period.** Additionally, should the initial recruitment efforts not result in a successful appointment, CPS HR will extend the aggressive recruiting efforts and screen qualified candidates until an offer is made and accepted. CPS HR does not provide a guarantee for candidates placed as a result of a partial recruitment effort.

## d. Sample Contract



### CONSULTING SERVICES AGREEMENT Client Name/Recruitment Position

**This Consulting Services Agreement (Agreement) is by and between Cooperative Personnel Services, dba CPS HR Consulting, a California Joint Powers Authority (CPS HR) and the Agency named in the signature block at the end of this Agreement (Agency, hereafter referred to as Client), and is effective as of \_\_\_\_\_ (Effective Date). CPS HR and the Client shall be collectively referred to herein as the "Parties" and individually as a "Party."**

**A. Purpose.** This Agreement defines CPS HR consulting services, policies and procedures.

**B. Services.** CPS HR will provide certain consulting services (Services) to Client as set forth in the Statements of Work (attached hereto as Exhibit ("A"). CPS HR shall perform only the Services requested by Client, at the times, dates, and locations specified by Client.

**C. Compensation.**

**1. Payment.** Client will compensate CPS HR for Services by paying certain fees as set forth in the Statement of Work. If applicable, Client will reimburse CPS HR for business expenses as set forth in the Statement of Work. Client will pay all invoices within thirty (30) days from receipt of invoice.

**2. Funding.** Client certifies that funding for compensation payable to CPS HR under this Agreement has been approved by Client's governing body, either as a part of the general operating budget or as a specific item. Client further certifies that it anticipates sufficient cash will be available for payment of compensation as required above.

**3. Late Payment.** Any invoices not paid within thirty (30) days may incur a service charge of the lesser of two percent (2%) or the maximum allowable by law per month on any outstanding overdue balances. In addition, reasonable collection costs may be added to any invoice not paid within ninety (90) days.

**D. Taxes.** Except as expressly stated in the Statement of Work, the fees listed therein are in addition to, and not in lieu of, any additional fees, assessments, levies, taxes, etc. assessed against the transactions

contemplated herein (Taxes). With the exception of Taxes imposed on CPS HR's net income, all Taxes shall be Client's responsibility. Client shall pay any Taxes, which CPS HR may be required to collect and remit, upon invoice.

**E. Term and Termination of Agreement.**

**1. Term.** The term of this Agreement is \_\_\_\_\_

**2. Immediate Termination upon Material Breach.** Either Party may terminate this Agreement immediately upon any material breach by the other Party.

**3. Termination without Cause.** Either Party may terminate the Agreement without cause upon thirty days written notice to the other Party.

**4. Payment on Termination.** Upon termination without cause, Client shall pay CPS HR for all work performed through the effective date of termination. For termination upon material breach, Client shall pay CPS HR for all work performed which is in compliance with the terms of the Statement of Work.

**F. Limited Warranty.**

**1. Warranty.** CPS HR represents and warrants that: (i) it has the authority to enter into this Agreement; (ii) it will comply with applicable law; and (iii) it will provide Services in a workmanlike manner consistent with industry standards.

**2. Warranty Disclaimer.** EXCEPT AS EXPRESSLY SET FORTH HEREIN, CPS HR EXPRESSLY DISCLAIMS ANY AND ALL WARRANTIES, EXPRESS OR IMPLIED, ORAL OR WRITTEN, WITH RESPECT TO THE SERVICES AND THE WORK PRODUCT INCLUDING, WITHOUT LIMITATION, ALL IMPLIED WARRANTIES OF MERCHANTABILITY OR FITNESS FOR ANY PARTICULAR PURPOSE OR IN RESPECT OF ANY THIRD-PARTY PRODUCTS OR SERVICES AND ALL WARRANTIES IMPLIED FROM ANY COURSE OF DEALING AND NO REPRESENTATIVE OF CPS HR IS



AUTHORIZED TO GIVE ANY ADDITIONAL WARRANTY.

**G. Work Product.**

**1. Ownership.** Upon CPS HR' receipt of fees due under the Agreement, all studies, reports, documents and other writings prepared by CPS HR and its subcontractors, produced as a result of CPS HR' work, or delivered by CPS HR to Client in the course of performing services (collectively, "Work Product") shall become the property of Client and Client shall have the right to use the materials without further compensation to CPS HR or its subcontractors.

**2. Retention of Rights.** Notwithstanding Client's ownership of the Work Product, Client acknowledges and agrees that: (i) CPS HR has the right to re-use any of its know-how, ideas, concepts, methods, processes, or similar information, however characterized, whether in tangible or intangible form, and whether used by CPS HR in the performance of Services or not, at any time and without limitation, and (ii) CPS HR retains ownership of any and all of its intellectual property rights that existed prior to the Effective Date including, but not limited to, all methods, concepts, designs, reports, programs, and templates as well as all training materials, testing or assessment products, survey content and copyrightable works.

**H. Release of Information to Third Parties.**

Each Party understands that information provided to government entities may be subject to disclosure under a public records or freedom of information act. Each Party hereto (each, a Recipient) shall protect and keep confidential all non-public information disclosed to Recipient by the other Party (each, a Discloser) and identified as confidential by Discloser, and shall not, except as may be authorized by Discloser in writing, use or disclose any such Confidential Information during and after the term of this Agreement. If CPS HR or Client receives a request for disclosure of Confidential Materials, such as a subpoena or a public records or freedom of information request, that Party shall immediately notify the other Party of the request. Upon request, Client or CPS HR shall maintain the confidentiality of the Confidential Materials pending the grant or denial of a protective order or the decision of a court or administrative body as to whether the requested materials must be disclosed under the applicable public records statute. Client and CPS HR shall cooperate with each other in seeking any relief necessary to maintain the confidentiality of

the Confidential Materials. Each Party shall defend, indemnify and hold the other harmless from any claim or administrative appeal, including costs, expenses, and any attorney fees, related to that Party pursuing protection of the Confidential Materials from disclosure.

**I. Indemnification.** CPS HR agrees to indemnify, defend, and hold Client, its agents, officers, employees and volunteers harmless from and against loss or damage (including reasonable attorney's fees) arising from or related to a claim of bodily injury or property damage resulting from CPS HR' willful misconduct or negligent performance of this Agreement; provided that, Client notifies CPS HR in a commercially reasonable time, in writing of any such claim and gives CPS HR (at CPS HR' expense) sole control of the defense of same and all negotiations for its settlement or compromise. CPS HR' liability to indemnify Client shall be reduced to the extent that such loss or damage was caused or contributed to by the act, omission, direction or negligence of Client, its agents, officers, employees and volunteers over which CPS HR does not have direct control.

**J. Limitation of Liability.**

NOTWITHSTANDING ANYTHING TO THE CONTRARY CONTAINED HEREIN, NEITHER PARTY HERETO SHALL HAVE ANY LIABILITY OR RESPONSIBILITY FOR ANY INDIRECT, INCIDENTAL, EXEMPLARY, SPECIAL OR CONSEQUENTIAL DAMAGES (INCLUDING, BUT NOT LIMITED TO, DAMAGES ARISING FROM LOSS OF PROFITS OR DATA), EVEN IF ADVISED OF THE POSSIBILITY OF SUCH DAMAGES. CPS HR' LIABILITY FOR DAMAGES HEREUNDER SHALL NOT EXCEED THE AMOUNT OF FEES PAID BY CLIENT TO CPS HR.

**K. Miscellaneous.**

**1. Notices.** Any notice to the parties required or permitted under this Agreement shall be given in writing and shall be sent to the persons at the address listed in the Statement of Work.

**2. Dispute Resolution; Remedies.**

(a) In the event of a dispute, the parties may agree to pursue mediation or either binding or nonbinding arbitration to resolve their dispute, under such rules as the parties may agree.

(b) If either CPS HR or Client determines it appropriate to file a judicial action, then, in addition to any other remedies available at law or in equity, Client acknowledges that

breach of this Agreement may result in irreparable harm to CPS HR for which damages would be an inadequate remedy and, therefore, CPS HR shall be entitled to seek equitable relief, including injunction.

**3. Attorneys Fees.** If any legal action or arbitration or other proceeding is brought to enforce or construe the term of this Agreement or because of an alleged dispute, breach or default in connection with any provision of this Agreement, the successful or prevailing Party shall be entitled to recover reasonable attorneys fees and other costs incurred in that action, arbitration or proceeding in addition to any other relief to which it may be entitled.

**4. Governing Law.** This Agreement will be governed by the laws of the State of California without regard to its rules concerning conflict of laws.

**5. Force Majeure.** Neither Party shall be liable for delays caused by fire, accident, labor dispute, war, insurrection, riot, act of government, superior force, or any other cause reasonably beyond its control.

**6. Waiver.** The failure of any Party at any time or times to require performance of any provision of this Agreement shall in no manner affect its right to enforce that provision at a later time. Nor shall the waiver by either Party of a breach of any provision of this Agreement be taken or held to be a

waiver of the provision itself. No waiver shall be enforceable unless made in writing and signed by the Party granting the waiver.

**7. Entire Agreement; Modifications.** This Agreement constitutes the entire agreement between the parties regarding the subject matter hereof and supersedes all other agreements, representations and warranties. All modifications and supplements to this Agreement must be in writing and signed by both parties.

**8. Counterparts; Facsimile Signature; Electronic Signature.** This Agreement may be executed in any number of counterparts. If this Agreement or any counterpart is signed and then faxed or e-mailed by PDF or otherwise, the faxed or -mailed copy bearing the signature shall be as good as the original, wet-ink signed copy for all intents and purposes.

**9. Authority to Sign.** The person signing this Agreement on behalf of the Client (the Principal Signer) represents that he or she is the head of the agency or is otherwise duly authorized to sign this Agreement and to bind the Client.

**10. Ambiguities.** As this Agreement has been voluntarily and freely negotiated by both parties, the rule that ambiguous contractual provisions are construed against the drafter of the provision shall be inapplicable to this Agreement.

**Cooperative Personnel Services dba  
CPS HR Consulting**  
2450 Del Paso Rd. Ste 220, Sacramento, CA 95834

By: \_\_\_\_\_  
Authorized Signature

Name: \_\_\_\_\_

Title: \_\_\_\_\_

**Client Name**  
Client Address

By: \_\_\_\_\_  
Authorized Signature

Name: \_\_\_\_\_

Title: \_\_\_\_\_

**Exhibit A  
Statement of Work**

All changes to this SOW must be mutually agreed to and executed in writing by duly authorized representatives of both parties as an amendment to this SOW. Capitalized terms used herein shall have the meanings ascribed to them in the Agreement.

1. SERVICES: CPS HR shall perform the following services: **Reference CPS HR Proposal as Attachment**
2. CLIENT RESPONSIBILITIES:
  - a. Client must timely perform all those Client roles and responsibilities set forth in this SOW. Successful completion of this project within the time specified depends largely upon an effective working relationship between Client and CPS HR project staff. For this reason, CPS HR requests that Client designate an individual to coordinate communication, meetings, interview schedules, and review of products with the project team. Client's Project Representative will be responsible for the following activities:
    1. Coordinating all meeting schedules, conference calls, facilities and equipment needs
    2. Coordinating interview schedules and facilities and distributing project update information
  - b. Any work products developed during the activities described above will be submitted to Client's Project Representative for review, comment and/or approval. This is a critical step to ensure accurate, reliable, and valid products.
3. CPS HR PROJECT MANAGER: Phone Number:
4. CLIENT MANAGER: Phone Number:
5. SERVICE FEES:
  - a. All Services provided to Client by CPS HR hereunder are priced on a FIXED PRICE basis. All amounts are based upon the following assumptions. Any deviations from the following assumptions may result in an increase in the Fees: (i) Client will timely perform its responsibilities as set forth in this SOW; and (ii) Services will normally be performed during normal business hours, Monday through Friday, 8:00 a.m. to 5:00 p.m., excluding CPS HR holidays ("Normal Business Hours").
  - b. Professional Services Fees: The professional fixed fee of \$XXXX.XX covers all CPS HR services associated with **Phases I, II, and III** of the recruitment process. (update for Full/Partial/Outreach)
  - c. Additional Expenses Not Included: Travel expenses for candidates who are invited forward in the interview process are NOT included. However, should the Client desire CPS HR's Travel Team to assist with these arrangements, CPS HR can provide assistance. This might require an amount be added to the Agreement.
  - d. Invoices: CPS HR will invoice Client at the fixed fee rate of \$XXXX.XX billed upon completion of each phase. Client will pay CPS HR within thirty (30) days following receipt of invoice.
  - e. One-Year/Six-Month Guarantee: If the employment of the candidate selected and appointed by the Client, as a result of a full executive recruitment (Phases I, II, and III), comes to an end before the completion of the first year of service, CPS HR will provide the Client with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The Client would be responsible only for reimbursable expenses. This guarantee does not apply to situations in which the successful candidate is promoted or re-assigned within the organization during the **one-year/six-month** period. Additionally, should the initial recruitment efforts not result in a successful appointment, CPS HR will extend the aggressive recruiting efforts and screen qualified candidates until an offer is made and accepted. CPS HR does not provide a guarantee for candidates placed as a result of a partial recruitment effort. (FULL ONLY – update as needed for ES and TAHRs)
6. In the event the project is terminated early, CPS HR will be paid such amount as is due for professional services performed and out-of-pocket expenses incurred up to and including the effective date of termination.
7. This SOW covers work requested and performed prior to the commencement of this SOW.



***We thank you for your consideration of our proposal. We are committed to providing high quality and expert solutions and look forward to partnering with the City of Fort Atkinson in this important endeavor.***

## Appendix A: List of Past Recruitments

Agency	Title	Year Completed
City of Madera, CA	Public Works Operations Director	2023
City of Madera, CA	Director of Financial Services	2023
North Texas Municipal Water District, TX	General Counsel	2023
Selma-Kingsbury-Fowler Sanitation District, CA	General Manager	2023
City of South Gate, CA	Risk Manager	2023
City of Tampa, FL	Purchasing Director	2023
Regional Transportation Commission of Washoe County, NV	Administrative Services Director	2023
City of Tucson, AZ	Business Services Director	2023
County of Inyo, CA	Deputy Director for Public Health and Prevention	2023
City of Aurora, CO	City Auditor	2023
City of Farmers Branch, TX	Police Chief	2023
City of San Diego, CA	Community Engagement Coordinator	2023
Seattle City Light, WA	Talent Acquisition Manager	2023
City of Aurora, CO	Fire Chief	2023
County of Orange Social Services Agency, CA	Chief Deputy Director	2023
East Bay Regional Park District	Assistant General Manager – Acquisition, Stewardship & Development	2023
East Bay Regional Park District	Assistant General Manager – Operations	2023
County of Johnson, KS	Director of Facilities	2023
City of Cincinnati, OH	Police Chief	2022
City of Oklahoma City, OK	Total Rewards Manager	2022
City of Oklahoma City, OK	Assistant Director of Development Services	2022



*Proposal to City of Fort Atkinson  
Executive Recruitment for Fire Chief*

Agency	Title	Year Completed
Las Vegas Valley Water District, NV	Director of Risk Management	2022
City of Costa Mesa, CA	Telecommunications Manager	2022
City of Bozeman, MT	Community Development Director	2022
City of Flagstaff, AZ	Water Services Director	2022
City of San Carlos, CA	Assistant Community Development Director	2022
Contra Costa County, CA	Human Resources Manager	2022
County of Johnson, KS	Human Resources Director	2022
Southern California Fair (46 <sup>th</sup> District Agricultural Association, CA	Chief Executive Officer	2022
Long Beach Transit, CA	Comptroller	2022
Indian Wells Valley Water District, CA	General Manager	2022
All Mission Housing Authority, CA	Executive Director	2022
Housing Authority of San Bernardino County, CA	Director of Development	2022
City of San Jose, CA	Industrial Safety Officer	2022
County of Riverside, CA	Assistant Director of Public Social Services	2022
City of Bakersfield, CA	Assistant Economic Development Director	2022
San Diego County Water Authority, CA	General Counsel	2022
City of Fort Worth, TX	City Auditor	2022
Santa Clara Valley Transportation Authority, CA	Chief People Officer	2022
Utah Transit Authority, UT	Chief Communication Officer	2022
City of Scottsdale, AZ	Executive Director of Planning	2022
County of Santa Clara, CA	Deputy Director of Procurement	2022
County of Santa Clara, CA	Director of Procurement	2022
Napa-Vallejo Waste Management Authority, CA	Executive Director	2022

*Proposal to City of Fort Atkinson  
Executive Recruitment for Fire Chief*

Agency	Title	Year Completed
City of Fort Worth, TX	Assistant Director of Human Resources	2022
City of Bozeman, MT	Finance Director	2022
Oakland Housing Authority, CA	Assistant Director of Finance	2022
City of Greeley, Greeley Fire Department, CO	Division Chief of Operations	2022
City of Oklahoma City, OK	Assistant City Manager	2022
COW Palace, CA	Chief Executive Officer	2022
City of San Diego, CA	Chief Operating Officer	2022
Sound Transit, WA	Chief Executive Officer	2022
Marin County Probation Department, CA	Assistant Chief Probation Officer	2022
Mid-Peninsula Water District, CA	Assistant General Manager	2022
Long Beach Transit, CA	Manager, Government Relations	2022
California Transit Training Coalition	Executive Director	2022
Marin County Department of Health and Human Services, CA	Public Information Officer/Media Manager	2022
Douglas County Public Library, NV	Library Director	2022
Marin County Department of Health and Human Services, CA	Chief Strategic Officer	2022
County of Trinity, CA	Director of Transportation	2022
Contra Costa County, CA	Assistant Clerk-Recorder	2022
City of Rialto, CA	Director of Finance	2022
Reclamation District #900, CA	General Manager	2022
Foothill-DeAnza Community College District, CA	Vice Chancellor for Human Resources and Equal Opportunity	2022
City of Aurora, CO	Diversity, Equity and Inclusion Officer	2022
City of Oklahoma City, OK	Development Services Director	2022
City of Oklahoma City, OK	Assistant Director of Parks & Recreation	2022
City of San Diego, CA	Planning Director	2022
Texas Recreation & Park Society, TX	Executive Director	2022

Agency	Title	Year Completed
City of Livingston, CA	Public Services Director (Partial Recruitment)	2022
City of Livingston, CA	Police Chief (Partial Recruitment)	2022
City of Livingston, CA	Finance Director (Partial Recruitment)	2022
City of Tucson, AZ	Director of Transportation & Mobility	2022
County of Imperial, CA	County Executive Officer	2022
Regional Transportation Commission of Washoe County, NV	Director of Finance	2022
First 5 California, CA	Executive Director	2022
City of Rialto, CA	Maintenance and Facilities Director	2022
FIRST 5 Santa Clara County, CA	Diversity, Equity and Inclusion Officer	2022
City of Tucson, AZ	Assistant City Manager/Chief Financial Officer	2022
San Benito Superior Court, CA	Court Executive Officer	2022
Douglas County Department of Public Health, CO	Executive Director of Public Health	2022
Orange County Fire Authority, CA	Director of Communications	2022
FIRST 5 Santa Clara County, CA	Chief Human Resources Officer	2021
LA Metro, CA	Chief People Officer	2021
LA Metro, CA	Child Safety Officer	2021
City of San Bernardino, CA	Diversity, Equity, and Inclusion Officer	2021
City of Golden, CO	Director of Community and Economic Development	2021
Contra Costa County, CA	Public Defender	2021
City of Dayton, TX	City Manager	2021
Contra Costa Mosquito and Vector Control District, CA	Human Resources and Risk Manager	2021
Utah Transit Authority, UT	Director of Internal Audit	2021
City of Simi Valley, CA	City Attorney	2021
City of Albany, CA	Fire Chief	2021



Agency	Title	Year Completed
City of Fresno, CA	Parks, After-School, Recreation & Community Services Director	2021
Flathead County, MT	Director of Planning	2021
City of League City, TX	Director of Finance	2021
East Bay Regional Park District, CA	Chief of Workforce Development	2021
Contra Costa County, CA	Information Systems Division Director, Technical Services	2021
California Society of Municipal Finance Officers, CA	Executive Director	2021
City of San Bernardino, CA	Public Information Director	2021
City of Oklahoma City, OK	Airports Director	2021
City of Oklahoma City, OK	Parks & Recreation Director	2021
Contra Costa County, CA	Information System Manager II	2021
Contra Costa County, CA	Information Systems Manager I	2021
Superior Court of San Benito County, CA	Chief Financial Officer	2021
City of Aurora, CO	Deputy City Manager	2021
County of Marin, CA	Division Director of Homelessness and Whole Person Care	2021
City of Tampa, FL	Housing and Community Development Manager	2021
City of Aurora, CO	Public Safety Attorney	2021
City of Costa Mesa, CA	Assistant Development Services Director	2021
City of San Mateo, CA	Deputy Director of Public Works	2021
City of Durango, CO	Parks & Recreation Director	2021
County San Bernardino, CA	Public Health Director	2021
County of Boulder, CO	Parks & Open Space Director	2021
Utah Transit Authority	Director of Capital Development	2021
City of Encinitas, CA	Housing Services Manager	2021
City of Anaheim, CA	Safety Manager	2021

*Proposal to City of Fort Atkinson  
Executive Recruitment for Fire Chief*

Agency	Title	Year Completed
City of League City, TX	Fire Chief	2021
City of Elk Grove, CA	Human Resources Director	2021
City of Dickinson, TX	City Manager	2021
City of Lathrop, CA	Police Chief	2021
City of League City, TX	Director of Human Resources & Civil Service	2021
City of Dallas, TX	Director of Sanitation Services	2021
Alameda-Contra Costa Transit District, CA	Chief Financial Officer	2021
City of Oxnard, CA	Assistant Chief Financial Officer	2021
First 5 Contra Costa, CA	Finance and Operation Director	2021
City of Oxnard, CA	IT Director	2021
Contra Costa County, CA	Division Director – Enterprise Systems	2021
City of Missouri City, TX	Director of Development Services	2021
City of San Mateo, CA	Deputy Director of Community Development	2021
City of Riverside, CA	City Attorney	2021
City of Clayton, CA	City Manager	2021
City of Marysville, CA	City Manager	2021
County of Yolo, CA	Assistant County Administrative Officer	2021
City of Greeley, CO	Deputy City Manager	2021
Flathead County, MT	County Administrator	2021
City of Missouri City, TX	Fire Chief	2021
Columbia Housing Authority, MO	Chief Executive Officer	2021
First 5 Santa Clara County, CA	Deputy Chief of Finance	2021
Montana Public Health Institute, MT	Chief Executive Officer	2021
San Mateo County Transit District, CA	Executive Officer, Information Technology & Telecommunications	2021
City of Amarillo, TX	Assistant Solid Waste Superintendent	2021

Agency	Title	Year Completed
Skagit County, WA	Director of Human Resources/Risk Management	2021
City of Glendale, CA	City Manager	2021
City of San Jose, CA	Building Management Administrator	2021
East Bay Regional Park District, CA	General Manager	2021
LA Metro, CA	Chief Systems Security and Law Enforcement	2021
East Bay Regional Park District, CA	Chief of Maintenance and Skilled Trades	2021
Montgomery County, MD	Chief Labor Relations Officer	2021
City of League City, TX	Assistant Director of Project Management	2021
City of Scottsdale, AZ	City Clerk	2021
South Coast Air Quality Management District, CA	Diversity Equity and Inclusion Officer	2021
City of Salinas, CA	City Manager	2021
City of Oxnard, CA	Special Districts Manager	2021
County of Boulder, CO	Housing and Human Services Director	2020
City of San Jose, CA	Senior Engineer - CIP	2020
City of San Jose, CA	Senior Landscape Architect	2020
City of Greeley, CO	Deputy City Manager	2020
San Joaquin Council of Governments, CA	Executive Director	2020
City of Tucson, AZ	Parks and Recreation Director	2020
Arizona Behavioral Health Corporation, AZ	Director of Housing	2020
City of San Bernardino, CA	Director of Finance	2020
County of Tulare, CA	IT Director	2020
Orange County LAFCO, CA	Assistant Executive Officer	2020
City of Fife, WA	Public Works Director	2020
City of Oxnard, CA	Assistant City Attorney	2020
City of Aurora, CO	City Clerk	2020

Agency	Title	Year Completed
City of Aurora, CO	Debt, Treasury and Investment Manager	2020
City of Vancouver, WA	Deputy Finance Director	2020
City of Millbrae, CA	Community Development Director	2020
City of Ontario, CA	Assistant General Manager	2020
County of Prince William, VA	Human Resources Director	2020
City of Redlands, CA	Director, Municipal Utilities and Engineering	2020
City of League City, TX	Internal Auditor	2020
City of Carson, CA	Director of Community Services	2020
County of Oakland, MI	Director-Management and Budget	2020
Montgomery County, MD	Head, Project Management Office	2020
International City/County Management Association (ICMA), DC	Director, World-Wide Learning and Professional Development	2020
City of Sheridan, CO	Police Chief	2020
Contra Costa County, CA	Chief Information Security Officer	2020
County of Marin, CA	Assistant Director of Human Resources	2020
County of Travis, TX	Administrative Services Division Director	2020
City of Shafter, CA	City Manager	2020
San Mateo County Mosquito and Vector Control District, CA	District Manager	2020
Hayward Area Recreation and Park District, CA	General Manager	2020
California Human Development, CA	Chief Executive Officer	2020
Utah Transit Authority, UT	Chief Financial Officer	2020
Alderwood Water & Wastewater District, WA	Finance Director	2020
Alderwood Water & Wastewater District, WA	General Manager	2020
City of Berkeley, CA	Director of Library Services	2020

Agency	Title	Year Completed
Metropolitan Transportation Commission, CA	General Counsel	2020
City of Reno, NV	City Manager	2020
Las Gallinas Valley Sanitary District, CA	Administrative Services Manager	2020
San Mateo County Transit District (SamTrans), CA	Director, Contracts and Procurement	2020
City of San Bernardino, CA	Director of Animal Services	2020
City of Boulder, CO	Director of Transportation and Mobility	2020
City of Sacramento, CA	Office of Violence Prevention Manager	2020
County of Marin, CA	Chief Probation Officer	2020
City of Berkeley, CA	Public Works Director	2020
Montgomery County, MD	Manager III Retirement Benefits Manager	2020
County of Marin Health and Human Services, CA	Chief Financial Officer	2020
Contra Costa County, CA	Deputy Clerk Recorder	2020
Union Sanitary District, CA	CFO/Business Services Workgroup Manager	2020
Cooperative Agricultural Support Services Authority, CA	Executive Officer	2020
First 5 Contra Costa, CA	Deputy Director	2020
County of Nevada, CA	Director of Social Services	2020
County of Nevada, CA	County Librarian	2020
City of Millbrae, CA	Finance Director	2020
North Central Regional Transit District, NM	Strategic Initiatives & Planning Manager	2020
City of McAllen, TX	Deputy Director of Public Works	2020
City of Anaheim, CA	Deputy Planning Director	2020
City of Fullerton, CA	Accounting Supervisor	2020
County of Nevada, CA	Assistant Auditor-Controller	2020

Agency	Title	Year Completed
City of Amarillo, TX	Assistant Solid Waste Superintendent	2020
City of Long Beach, CA	Director of Parks, Recreation & Marine	2020
Galveston Island Park Board of Trustees, TX	Chief Financial Officer	2020
City of Tucson, AZ	Deputy Director of Housing and Community Development	2020
County of Santa Clara, CA	Chief Procurement Officer	2020
City of Bozeman, MT	City Manager	2020
City of Amarillo, TX	Drainage Utility Superintendent	2020
City of Sugar Land, TX	Intelligent Transportation Systems Manager	2020
City of Dallas, TX	Chief Information Officer	2020
City of Bakersfield, CA	Economic Development Director	2020
Alameda County Office of Education, CA	Executive Director, Human Resources	2020
City of Oxnard, CA	Assistant Public Works Director	2020
Florin Resources Conservation District, CA	Program Manager	2020
City of Dallas, TX	Parks & Recreation Director	2020
City of Tampa, FL	Neighborhood Empowerment Administrator	2020
County of San Joaquin, CA	Director of Human Resources	2020
City of Avondale, AZ	Director of Economic Development	2020
City of Hollister, CA	City Manager	2020
Santa Clara Valley Habitat Agency, CA	Land and Resource Management Specialist	2020
City of Tampa, FL	Sustainability and Resilience Director	2020
Mountain View Sanitary District, CA	Environmental Services Manager	2020
Community Transit, CA	Director of Planning and Development	2020

Agency	Title	Year Completed
City of Las Vegas, NV	Youth Development and Social Innovation Director	2020
City of Austin, TX	Assistant Director, Customer & Employee Services	2020
City of Oxnard, CA	Purchasing Manager	2020
County of Montgomery, MD	Chief, Behavioral Health and Crisis Services (Outreach only)	2020
County of Montgomery, MD	Chief, Aging and Disability Services (Outreach only)	2020
County of Sierra, CA	Chief Deputy Auditor	2020
City of Berkeley, CA	Director of Health, Housing and Community Services	2020
City of Aurora, CO	Public Safety Center Director	2020
LA County METRO, CA	Deputy Executive Officer, System Security & Law Enforcement	2020
City of Bell, CA	Community Development Director	2020
County of Clark, NV	Assistant Director of Social Services	2020
City of Fontana, CA	City Manager (Outreach only)	2019
Fargo, ND	Executive Director	2019
Port of Long Beach, CA	Director of Government Affairs	2019
San Mateo County Harbor District, CA	General Manager	2019
Turlock Irrigation District, CA	General Manager	2019
City of Bakersfield, CA	Assistant Solid Water Director	2019
City of Clayton, CA	City Manager	2019
County of Orange, CA	Chief Deputy Director, Social Services Agency	2019
City of Avondale, AZ	Development and Engineering Services Director	2019

*Proposal to City of Fort Atkinson  
Executive Recruitment for Fire Chief*

Agency	Title	Year Completed
San Bernardino County Housing Authority, CA	Assistant Director of Housing Services	2019
City of Oxnard, CA	Communications and Marketing Manager	2019
City of Wheat Ridge, CO	Director of Public Works PARTIAL	2019
LA County METRO, CA	Chief Planning Officer	2019
LA County METRO, CA	Chief Communications Officer	2019
Desert Healthcare District, CA	Chief Executive Officer	2019
Santa Barbara County, CA	Assistant Director, General Services	2019
Washington Department of Fish and Wildlife, WA	HR Director	2019
LA County METRO, CA	Chief Ethics Officer	2019
Imperial County, CA	Director of Social Services	2019
Carmichael Recreation and Park District, CA	District Administrator	2019
Sacramento County Employees' Retirement System, CA	General Counsel	2019
City of Glendale, AZ	Housing Services Administrator	2019
City of Glendale, AZ	Assistant City Manager	2019
County of Nevada, CA	Health and Human Services Agency Director OUTREACH only	2019
City of Virginia Beach, VA	Human Services Director OUTREACH only	2019
City of Hayward, CA	Deputy Director of Human Resources	2019
City of Las Vegas, NV	Parks Director	2019
City of Tulsa, OK	Housing Policy Director	2019
County of Alameda, CA	Procurement Administrator	2019
County of San Bernardino, CA	Assistant Director of Human Resources	2019
City of Novato, CA	Community Development Director	2019
City of University City, MO	Planning and Development Director	2019
City of East Palo Alto, CA	City Manager	2019
City of Carson, CA	City Manager	2019



*Proposal to City of Fort Atkinson  
Executive Recruitment for Fire Chief*

Agency	Title	Year Completed
City of Bell Gardens, CA	City Manager	2019
City of Manitou Springs, CO	City Manager	2019
City of Union City, CA	City Manager	2019
City of Columbia, MO	City Manager	2019
City of San Jose, CA	Deputy Director for the Environmental Services Department-Capital Improvement	2019
County of San Joaquin, CA	Director of Human Services	2019
City of Tucson, AZ	Housing and Community Development Director	2019
Transportation Authority of Marin, CA	Executive Director	2019
Orange County Fire Authority, CA	Fleet Manager	2019
County of Skagit, WA	County Administrator	2019
Elko County, NV	Comptroller	2019
County of Santa Barbara, CA	Director of Planning and Development	2019
Santa Cruz County Regional Transportation Commission, CA	Fiscal Officer	2019
LA County METRO, CA	Executive Officer/Deputy Chief, System Security & Law Enforcement	2019
LA County METRO, CA	Deputy Exec Officer - Emergency Security Operations Center	2019
City of Aurora, CO	City Clerk	2019
South Coast Air Quality Management District, CA	Director of Communications PARTIAL	2019
Superior Court of CA, San Benito County	Fiscal Manager OUTREACH ONLY	2019
City of Novato, CA	Community Development Director	2019
City of San Jose, CA	Division Manager, Capital Improvement Team	2019

Agency	Title	Year Completed
City of San Jose, CA	Deputy Director - Office of Retirement Services - OUTREACH ONLY	2019
City of Garden Grove, CA	Finance Director	2019
Puget Sound Clean Air, WA	HR Manager	2019
Sierra County, CA	Chief Information Officer	2019
County of Monterey, Social Services Administration, CA	Deputy Director of Social Services, Community Benefits	2019
Sonoma County Library District, CA	Executive Director	2019
City of Missouri City, TX	CFO	2019
City of Austin, TX	Assistant Director of HR	2019
Metropolitan Transportation Commission MTC	Executive Director	2019
East Contra Costa Irrigation District, CA	General Manager	2019
Yolo County Public Agency Risk Management Insurance Authority (YCPARMIA), CA	Chief Executive Officer/Risk Manager	2019
Schools Excess Liability Fund (SELF)	Chief Executive Officer	2019
California Student Aid Commission	Executive Director	2019
LA County METRO	Director, Transit Security	2019
City of East Palo Alto	City Manager	2019
Town of Paradise, CA	Town Manager	2019
Lake County, CA	Assistant County Administrative Officer	2019
City of Oxnard, CA	Cultural and Community Affairs Director	2019
Valley of the Moon Water District, CA	General Manager	2019
County of Boulder, CO	Building Services Division Manager-PARTIAL	2019
County of Boulder, CO	Director of Transportation	2019



June 23, 2023

Dear Rebecca Houseman,

Angels Recruiting Agency was established in 2004 and based in California. We will take pride in providing excellent service to fill your Fire Chief Position.

As a recruiting agency we have worked with a wide range of clients that include small and large companies as well as Government agencies by providing extensive nationwide searches for each client. We are required to evaluate excellent candidates and conduct thorough interviews based on our client's needs. As a diverse Women Minority business, we pride ourselves on conducting all searches in a fair and inclusive manner that is based solely on candidate's qualifications. We feel confident that we will do the same by filling your position.

We appreciate the opportunity to place any positions with qualified candidates in a timely manner.

Sincerely,

A handwritten signature in black ink, appearing to read "Patrice Williams", is written over a faint, rectangular background.

Patrice Williams, Recruiter/Owner  
Angels Recruiting Agency

**Angels Recruiting Agency**

P.O. Box 2193 \* Victorville, CA 92393 \* Ph. 760-843-0490 \* [jobs@angelsrecruit.com](mailto:jobs@angelsrecruit.com) \* [www.Angelsrecruit.com](http://www.Angelsrecruit.com)

## **EXPERTISE**

**PATRICE WILLIAMS**  
**(will conduct all recruitment)**

Victorville, CA

Executive Recruiter

### **Experience**

**Owner/Executive Recruiter, Angels Recruiting Agency, Victorville, CA 2004 – Present**

- Positive Executive Recruiter that knows how to place qualified candidates for each client.
- Works with diverse client's staff and candidates daily.
- Excellent written and oral communication skills.
- Daily interaction with candidates through emailing, calls and texting.
- Clients and Candidates are Nationwide.
- Developed marketing strategies to market agency.
- Handles all aspects of running a successful recruiting agency.
- Maintained excellent professional relationships with client and candidates.
- Negotiates all contracts.
- Successfully sourcing and placing qualified candidates into executive and management level positions.
- Handles all financial aspects of the agency.
- Takes pride in completing a contract from start to finish.

### **Education**

The University of La Verne, La Verne, CA

- Bachelor of Science Degree received in Business Administration.

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## CLIENT REFERENCES

### **Des Moines Public Schools (Government)**

2100 Fleur Drive, Des Moines, Iowa 50321  
Dr. Joy Linquist, Human Resources Manager  
515-242-7972

[Joy.linquist@dmschools.org](mailto:Joy.linquist@dmschools.org)

Placed: Assistant Internal Auditor

Candidate Employed: 8/2020 – Present

### **Urth Caffe'**

1101 E. Fifth St, Los Angeles, CA 90013  
Jacqueline Vasquez, Director of Human Resources  
213-819-9026

[jacqueline@urthcaffe.com](mailto:jacqueline@urthcaffe.com)

Placed: Assistant General Manager

Candidate Employed: Assistant General Manager 5/2019 – Present

### **World Wide Wings**

111 West 39<sup>th</sup> Street, Vancouver, Washington 98660  
Carol Whiteman, HR Business Partner  
317-695-9569

[cwhiteman@worldwidewingsus.com](mailto:cwhiteman@worldwidewingsus.com)

Placed: Restaurant Manager

Candidate Employed: 2/2018 – Present

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## RECRUITMENT PLAN

- We will meet with the search committee regarding expectations, requirements and responsibilities.
- We will develop professional and enticing position announcements.
- Advertising and sourcing through job boards, social media, websites, cold calling, and networking.
- In order to keep positions confidential, we will post the position as confidential where the name of the company will not be seen on any job boards and job postings. As for candidate's confidentiality, applying for any position we will keep their resume and any information given to ARA to stay with us until it is time to submit all qualified candidates.
- ARA will only submit qualified candidate.
- ARA does not discriminate. As a Minority Woman and Owner ARA is a diverse agency and we understand the importance of hiring qualified candidates. We will not discriminate based on any candidate's race, gender, or sexual orientation.
- We will take a pool of qualified applicants and screen each one through video interviews and phone interviews with questions pertaining to the position and their experience.
- ARA provides reference questions based on finding out what the candidates management style is, relationships, performance issues, strength and weaknesses, drive/motivation, and stability.
- As for references ARA will call professional references directly and obtain academic backgrounds and professional credentials.

## METHOD

- We will provide a profile for each Candidate.
- Presenting Candidates that meet the requirements for this Position.
- Requirements will include Educational Bachelor/Master/Doctorate Degrees.
- Also included eight years or more work experience.
- Strong skills in public speaking, communications, management, hands on, very involved in the community and the ability to work independently.
- Reports, applications, resumes and evaluation materials are sent directly to contact person by email or fax.
- The scheduling of interviews is based on the client's schedule.
- We are in constant contact with Client and Candidate through the entire process.
- Preparing questions for interview panel and attending interviews to assist panel.
- Provides detail documentation of the selection and non-selection processes.

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## **CANDIDATE SELECTION**

- We will prepare and present a written summary report of up to 10 qualified candidates.
- Arrange and coordinate interview appointments with Human Resources.
- Assist in any needed Travel for each candidate.
- Select final qualified candidate.
- Assist in any negotiations of compensation package.
- Conduct final background and reference checks.
- Contact all unsuccessful candidates.
- We will stay in contact with the candidate up to the start date to assure a smooth and complete transition.

## **NEW HIRE PROCESS**

- Client will provide start date for new hire.
- Send out invoice on new hire.

## **DIVERSITY STATEMENT**

Angels Recruiting Agency knows and understands diversity inclusion well as a Minority Women Business Owner. We will take pride in including diverse candidates into our searches for qualified candidates. It is important for us to bring experienced candidates into an environment that includes race, religion, disabilities or gender. We embrace diversity.

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## **TIMELINE**

- Client goals will begin: July 10– July 14, 2023
- Candidate search: July 17 – August 18, 2023
- Interviews/Screening: August 21 – September 22, 2023
- Scheduling candidate interviews with client: September 25- October 20, 2023
- Background Check and Drug Test: October 23 – November 3, 2023
- Approximate Start date: November 13, 2023

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## **FEE SCHEDULE**

### **Flat Fee:**

\$18,700.00 per position

### **Replacement Service**

Angels Recruiting Agency will guarantee for a period of 90 days from the start date whether the candidate voluntarily leaves or is terminated. If the candidate leaves during the 90 days guarantee period, Angels Recruiting Agency will provide a final replacement candidate to fill the position at no charge.

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**City of Fort Atkinson**  
**Proposal to Provide Recruitment Services**  
**For the position of Fire Chief**

I hereby certify that I am authorized to make this offer on behalf of the named company and to bind said company to this proposal. By submitting this proposal, I hereby represent that the firm identified below is fully qualified to perform the services described to achieve the organization's objectives in a professional manner.

Name of Firm Angels Recruiting Agency  
Address P.O. Box 2193  
City/State/Zip Victorville, CA 92393  
Signature [Signature]  
Name (Print) Patrice Williams  
Title Owner / Recruiter  
Telephone Number (760) 843-0490  
E-Mail Address jobs@angelsrecruit.com  
Date Submitted 6/23/23

**PRICE PROPOSAL**

Total Cost of Activities - All costs related to travel, supplies, etc., are to be included.

Total, not-to-exceed cost: \$ 18,700<sup>00</sup>

CITY OF FORT ATKINSON, WISCONSIN

JUNE 1, 2023

City of Fort Atkinson Fire Chief Recruitment Proposals - Summary Table

Key	Recruitment Firm	Date Submitted	Firm Location	Cost	Invoices	Estimated Hours	Timeline	Additional Materials	Recruitment Guarantee	Meet Requirements of RFP?	Notes
1	McMahon	6/6/2023	Neenah, WI	\$ 16,000.00	4 equal installments	Not provided	3-4 months	None	None	No (hourly breakdown; recruitment brochure; contract sample)	Does not include travel, supplies, copies, etc.; local contacts & organizations
2	McGrath Consulting Group	6/19/2023	Tennessee (Corporate); Waukesha, WI	\$ 15,500.00	15% up front; 85% at completion	Not provided	3-3.5 months	Assessment Center option \$18,995 (discounted total for both \$23,325)	1-year guarantee if finalist withdraws prior to start or City terminates within 1 year of employment	No (hourly breakdown; recruitment brochure; contract sample)	WI volunteer and FT Fire Chief recruitment experience; Mike Stried is recruiter & former Volunteer and FT fire chief (IL)
3	GovHR USA	6/20/2023	Northbrook, IL	\$ 26,000.00	40% at acceptance; 40% at recommendation of candidates; 20% at completion	175 hours	3-3.5 months	Assessment Center option for additional \$8,500; Community Survey option for \$2,500	1-year guarantee if employee is terminated OR leaves	Yes	Exclusively public sector recruiting firm with an excellent reputation; Tim Sashko retired IL Chief as recruiter; WI recruitment exp.; additional recruitment thoughts
4	CPS HR Consulti	6/23/2023	Sacramento, CA	\$ 27,000.00	Monthly billing and payments	Hours not provided, but hourly rates and cost breakdown per task provided	3-3.5 months	Personality Inventory Assessment option for \$150-\$450 per candidate	2-year guarantee if employee is terminated OR leaves (not promoted) for full recruitment	Yes	David Niemeyer is recruiter; IL city and village management experience; vast national experience, but no WI recruitment experience
5	Angels Recruiting Agency	6/23/2023	Victorville, CA	\$ 18,700.00	100% due via invoice at completion	Not provided	5 months	None	90-day guarantee if employee terminated or leaves; will provide a "final replacement candidate"	No (hourly breakdown; recruitment brochure; contract sample)	No Fire Chief recruitment experience; no local contacts



## MEMORANDUM

**DATE:** July 6, 2023

**TO:** Fort Atkinson City Council

**FROM:** Andy Selle PE, City Engineer/Director of Public Works

**RE:** Review and possible action relating to a Development Agreement with Fort Healthcare

---

### BACKGROUND

Fort Healthcare is proposing to construct a new public street off of McMillen St. The public street will include five platted lots, utilities and road corridor, and a stormwater facility. State statute requires a development agreement to communicate the terms of the public improvements, included here for Council's review. This has been reviewed and recommended to Council by the Economic Development Committee at their meeting on June 28.

### DISCUSSION

The attached Agreement includes a detailed accounting of the various expectations of each party. Unique information includes the timeline for an extension of Handeyside Lane to intersect with the new road within five years. Should this not occur a cul-de-sac will be developed. All other details are relatively standard elements of agreements.

### FINANCIAL ANALYSIS

A surety is in place to protect the City should the public improvements not be completed. The City will have access to these funds to complete the work. The reimbursement schedule is also included at 70% of the proposed increment generated from the three, taxable, residential lots within the development. The reimbursement will be \$365,000 paid over the 27 year life of the TID. Additional development that utilizes the investment made by Fort Healthcare in this public infrastructure will prompt the discussion of increasing this reimbursement up to the actual costs incurred by Fort Healthcare in designing and constructing the public improvements.

### RECOMMENDATION

Staff recommends the City Council approve the Development Agreement between the City of Fort Atkinson and Fort Healthcare and authorize the City Manager to make any minor edits necessary and execute on behalf of the City.

### ATTACHMENTS

Development Agreement

## DEVELOPER'S AGREEMENT

This Agreement is made as of the \_\_\_\_\_ day of \_\_\_\_\_, 2023, by and between the City of Fort Atkinson, Wisconsin, hereinafter referred to as the "City" and Fort Healthcare, hereinafter referred to as the "Developer" under the following terms and conditions:

### A. RECITALS

1. Developer (Fort Healthcare) owns certain property located in the City of Fort Atkinson (City), identified on the approved Preliminary Plat (EXHIBIT A) (the "Property"), and is working with the City on a residential development to be constructed on the Property.
2. Pursuant to Chapter 236.01, et seq., Wisconsin Statutes and the Municipal Code of the City of Fort Atkinson, the City has approved the Plat with all requirements of said Statute and Ordinance having been met.
3. Developer is desirous of providing all necessary public improvements to service the Property.
4. Pursuant to Chapter 236, et seq., Wisconsin Statutes, a Developer's Agreement is required.

NOW THEREFORE, in consideration of mutual covenants and agreements herein contained, the parties mutually agree as follows:

### B. APPROVAL OF DEVELOPMENT

1. Project Description. The development on the Property will consist of five residential lots. Four lots zoned single-family (SR-5) and one lot zoned Duplex Residential (DR-8). The four single family lots will include homes moved from their current location on N 4<sup>th</sup> St, the duplex will be new construction. The necessary improvements contemplated and required to service the five lots and adjacent lands either developed or available for development include the public right of way and utilities in the locations shown and identified in the attached Site Plan – (EXHIBIT B - the "Publicly Owned Improvements"). The residential lots, the Publicly Owned Improvements, and the stormwater detention area are collectively referred to as the "Project."
2. Developer Front Costs. The Developer will up front the design, construction and inspection costs of the Project, but is requesting reimbursement from the City

through T.I.D. No. 10 for Publicly Owned Improvements as outlined in Section D. No additional reimbursement monies will be available without a future, separate Developer's Agreement regarding additional, future improvements.

3. Parcels Not Tax Exempt. The Developer agrees that residential parcels 1, 2, and 3 shown on Exhibit A will not become tax-exempt during the life of the Tax Incremental District (TID 10 – ends in 2049). The City acknowledges that parcels 4 and 5 may be tax exempt properties. Should any or all of parcels 1, 2, or 3 become tax-exempt during the life of the TID, the Developer shall make an annual payment to the City for each tax-exempt parcel, based on the latest taxable assessed value of each parcel multiplied by the tax rate for each year. This annual payment shall continue for the life of the TID and shall be due to the City by June 1 of each year. For example, if parcel 1 becomes tax exempt on 1/1/25, the Developer would be responsible for a payment to the City by 6/1/2026. This provision is binding on not only the Developer, but also upon any successor-in-interest in this parcel. The Developer has the duty to ensure that this provision is made applicable to such successors, should there be any in the future. The Developer, or any successor, shall provide written notice to the City 30 days prior to any intended transfer of the parcels of interest. This approval, however, is contingent upon Developer providing written proof to the City that the new owner(s) have agreed to be legally bound to the provisions set forth in this Section 3.
4. Publicly Owned Improvements. All improvements constructed within the public right of way or noted as such on the Site Plan (EXHIBIT B) shall be the property of the City upon completion and acceptance outlined in Section 6.
5. Future Road Construction. Developer acknowledges its intent and agreement to work with the City to design and construct a new public street (Handeyside Lane extension) from McMillan St on the west and terminating into Memorial Drive (EXHIBIT C). The parties set the following schedule for the commencement and completion of said public improvements and associated private development;
  - a) Concept Development – within 24 months of this Agreement signature date, the Developer shall request any necessary Comprehensive Plan changes if required and present a Concept Plan for development of the future project to the Plan Commission.
  - b) Preliminary Plat Approval – within 36 months of this Agreement signature date, the Developer shall request any necessary Zoning Changes, and present a Site Plan for public improvements and any new Development Agreement(s) to the Plan Commission.

c) Construction of Public Improvements Complete - within 60 months of this Agreement signature date, the Developer shall have public improvements complete and propose written acceptance of the public improvements by the City of Fort Atkinson.

d) Cul-du-Sac Required – if the construction of public improvements are not complete within 60 months of this Agreement signature date, the Developer is required to construct a cul-du-sac at the eastern terminus of Street A, as shown in EXHIBIT A, at the Developer's sole expense. The cul-de-sac must be designed and constructed to City specifications and must be complete and accepted by the City within 72 months of this Agreement signature date.

6. Dedication of Improvements/Easements. The City and Developer agree as follows regarding dedication of property and public improvements

- A. Following written acceptance by the City that the Public Improvements have been constructed to the lines and grades shown on the Site Plan (EXHIBIT B) the Developer will dedicate to the City the Publicly Owned Improvements
- B. The Developer shall dedicate to the City the stormwater detention basin shown within Outlot 1 on EXHIBIT B upon completion of the extension of Handeyside Lane (see B.5. above) or within 5 years of the date of this agreement whichever occurs first.
- C. All such dedications shall be accomplished through one or more certified survey maps, or by other formal conveyance and recording.

C. DESIGN AND CONSTRUCTION OF PROJECT

- 1. Publicly Owned Improvements Standards. The design and construction of the Publicly Owned Improvements portion of the Project shall at all times be subject to approval of the City and shall comply with City standards. Construction shall be observed by a qualified engineer, approved by the City and hired by the Developer, to assure compliance with City standards.
- 2. Publicly Owned Improvements Design. The design phase is currently in process by the engineering firm MSA, retained by the Developer. The Developer retains the right to use MSA during the construction observation phase. The bid package must be approved by the City prior to Bid Solicitation.

3. Publicly Owned Improvements Bidding and Construction. Developer shall publicly advertise and solicit bids for the construction of Publicly Owned Improvements, provide the City with the bid solicitation results and receive the City's approval of the contractor selected. Approval will be to the lowest qualified bidder pursuant to State laws.
4. Record Drawings. The design firm performing construction observation will provide record drawings of the completed work. Required details of the record drawings will be approved by the City Engineer in writing prior to construction. In general these will include X,Y,Z information in a national datum of all utilities including locations of fittings, laterals, inverts, and inlets.
5. Surety. In connection with entering into contracts for the construction of the Publicly Owned Improvements, Developer shall obtain and deliver to the City payment and performance bonds and/or letters of credit, in favor of and naming the City as beneficiary (the "Project Security Documents"). The amount of such surety shall be 110% of the written bid obtained by the Developer, and reviewed and approved by the City Engineer. Said bonds or letters of credit shall be provided no later than award of the construction contract. The Project Security Documents shall provide the City with security that the Publicly Owned Improvements will be completed on time and in accordance with the terms of this Agreement, and that all payments due in connection with the Publicly Owned Improvements are being made by the Developer; and shall further give the City the right to enforce such documents and assume control of the Publicly Owned Improvements portion of the Project in the event those requirements are not being satisfied.
6. Schedule. Time is of the essence. The Construction schedule will be noted within the City approved bid documents for the project. The Bid due date should endeavor to be prior to September 1, 2023. Public Improvements shall be completed by August 1, 2024.

#### D. REIMBURSEMENT

1. The Developer may request reimbursement up to the agreed total amount of \$365,000 for expenses incurred by the Developer for design, construction and inspection of the Publicly Owned Improvements.
2. Upon request, the City will reimburse the Developer 70% of the tax increment generated by the proposed development on lots 1, 2, and 3 noted in EXHIBIT A. Estimated payback schedule is noted in EXHIBIT D. The Developer understands that the additional value added to the TID through this Project will drive any reimbursement through the TID. Exhibit D provides an example of a reimbursement scheduled based on an additional \$639,150 in value from this Project. Upon request, 70% of the increment generated may be reimbursed to the Developer in the year



following the year that taxes are paid. For example, if the Developer adds \$639,150 in value to TID 10 through this Project on 1/1/25, then the first payment from the City to the Developer would be \$10,080 (70% of \$14,400 increment generated) and would be paid by 12/1/26.

3. Additional development by the Developer, and a percentage of the associated tax increment generated by these public improvements may be eligible to increase and or accelerate the reimbursement amount schedule noted in EXHIBIT D. Such scenario will be documented in an amendment to this agreement and approved by the Developer and the City.

#### E. REMEDIES FOR BREACH

1. In the event Developer or City fails to comply with any of the provisions of this Agreement, each shall have all legal remedies which are available to it, including but not limited to action against the other and the equitable remedies of specific performance and injunctive relief. In addition, the City shall have such other rights and remedies as are provided in the Project Security Documents.

#### F. GENERAL CONDITIONS

1. This Agreement shall inure to the benefit of and be binding upon the executors, administrators, successors or assigns, as the case may be, of the parties hereto.
2. This Agreement may not be assigned without the written consent of the City.
3. This Agreement contains the entire agreement of the parties. All verbal agreements or discussions have been merged into this Agreement and no modifications or changes to this Agreement are permitted unless reduced to writing and signed by all parties hereto.
4. This Agreement may be modified in the future to include more specific details of the Project improvements and reimbursement details.
5. This Agreement is not binding on the City until approved by the City Council of the City of Fort Atkinson and signed by the City officials below.

IN WITNESS WHEREOF, the parties hereto have entered into this Developer's Agreement as of the date first above written.

CITY OF FORT ATKINSON

FORT HEALTHCARE

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Printed Name & Title

\_\_\_\_\_  
Printed Name & Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

# PRELIMINARY PLAT OF FORT HEALTHCARE ADDITION

PARTS OF THE SOUTHEAST 1/4 OF THE SOUTHWEST 1/4 AND  
GOVERNMENT LOT 8, SECTION 34, TOWNSHIP 6 NORTH, RANGE 14  
EAST, CITY OF FORT ATKINSON, JEFFERSON COUNTY, WISCONSIN.

## SURVEYOR'S CERTIFICATE

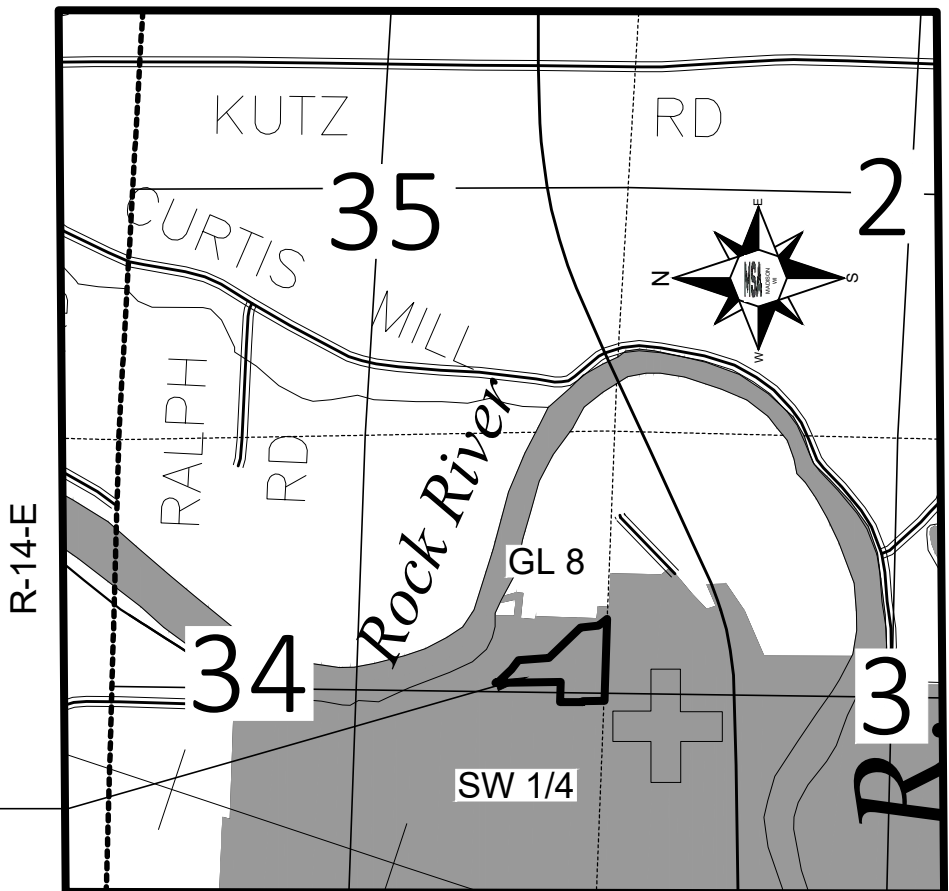
I, KEVIN C. LORD, PROFESSIONAL LAND SURVEYOR, HEREBY CERTIFY:

THAT IN FULL COMPLIANCE WITH THE PROVISIONS OF CHAPTER 236 OF THE WISCONSIN STATUTES AND THE  
SUBDIVISION REGULATIONS OF THE CITY OF FORT ATKINSON, WISCONSIN, AND UNDER THE DIRECTION OF FORT  
HEALTHCARE, INC, I HAVE SURVEYED, DIVIDED, AND MAPPED FORT HEALTHCARE ADDITION;

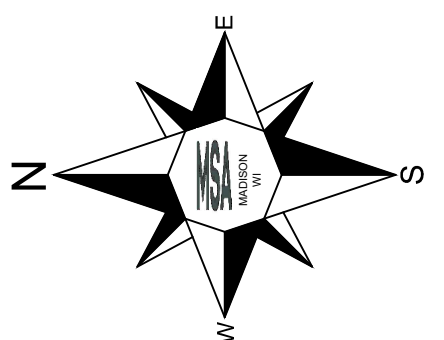
THAT SUCH PLAT CORRECTLY REPRESENTS ALL EXTERIOR BOUNDARIES AND THE SUBDIVISION OF THE LAND  
SURVEYED AS SHOWN HEREON.

ALL PARCELS SUBJECT TO EASEMENTS OF RECORD AND NOT OF RECORD AND ALL SITUATED IN THE CITY OF  
FORT ATKINSON, JEFFERSON COUNTY, WISCONSIN.

## VICINITY MAP



PLAT  
LOCATION



GRAPHIC SCALE: 1" = 60'

BEARINGS ARE REFERENCED TO THE  
WISCONSIN COORDINATE REFERENCE SYSTEM -  
JEFFERSON COUNTY, NAD83 (2011).  
THE SOUTH LINE OF THE SOUTHEAST 1/4 OF  
SECTION 34, T6N, R14E BEARS N88°17'25"W.

TOTAL PARCEL AREA:  
514,072 SF  
11.801 ACRES

CURRENT OWNERSHIP:  
FORT HEALTHCARE, INC (DEVELOPER)  
611 E SHERMAN AVE  
FORT ATKINSON, WI 53538  
James.Nelson@forthc.com  
920-568-5000

FIVE HUNDRED MCMILLEN GROUP  
500 MCMILLEN STREET  
FORT ATKINSON, WI 53538  
bjanddon3@charter.net

SURVEYOR:  
KEVIN LORD, PLS  
MSA PROFESSIONAL SERVICES, INC.  
1702 PANKRATZ STREET  
MADISON, WI 53704  
klord@msa-ps.com  
608-242-6617

ENGINEER:  
MSA PROFESSIONAL SERVICES, INC.  
1702 PANKRATZ STREET  
MADISON, WI 53704

## LEGEND

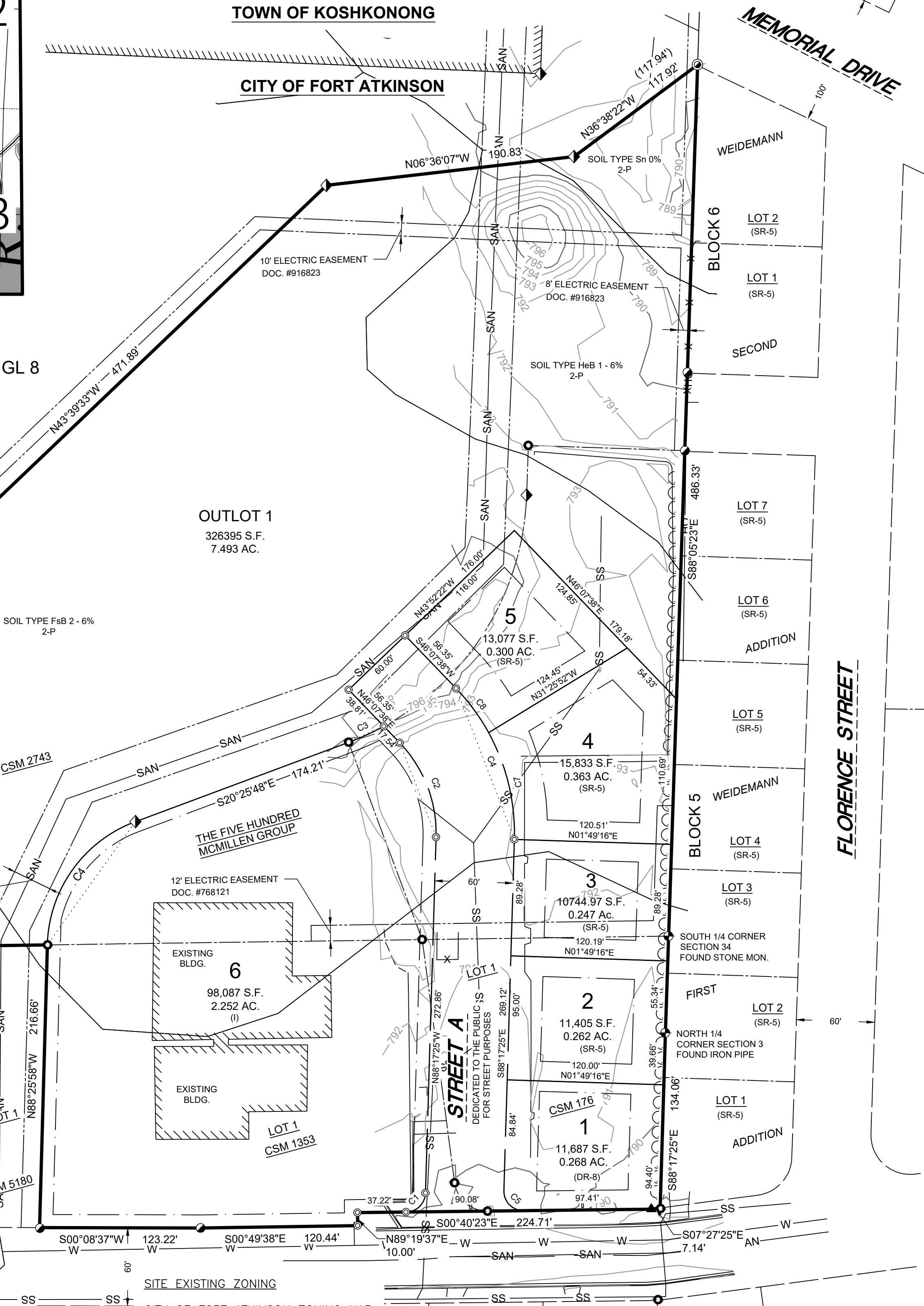
- FOUND SECTION CORNER
- FOUND 1" IRON PIPE
- FOUND 2" IRON PIPE
- FOUND 3/4" IRON ROD
- FOUND 1 1/4" IRON ROD
- FOUND MAG NAIL
- SET 1 1/4" BY 24" IRON  
REBAR WEIGHING 4.30  
LBS./FT.
- ALL OTHER LOT AND OUTLOT  
CORNERS ARE 3/4" X 24"  
IRON REBAR WEIGHING 1.50  
LBS./FT.

SUBDIVISION BOUNDARY  
LOT LINE  
UTILITY EASEMENT LINE  
SECTION 1/2 SECTION LINE  
RIGHT OF WAY LINE  
CENTERLINE  
PREVIOUS SURVEY  
BUILDING SETBACK  
CORPORATE LIMIT LINE



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CURVE	LENGTH	RADIUS	DELTA	CH. BEARING	CH. DISTANCE	TAN IN	TAN OUT
C1	22.94'	15.00'	87°37'02"	S44°28'54"E	20.77'	S00°40'23"E	S88°17'25"E
C2	79.57'	99.77'	45°41'38"	S68°55'07"W	77.47'	S46°04'18"W	N88°14'04"W
C3	29.68'	209.71'	8°06'28"	S24°29'03"E	29.65'	S20°25'48"E	S28°32'17"E
C4	123.17'	103.78'	68°00'09"	S54°25'53"E	116.07'	S88°25'58"E	S20°25'48"E
C5	24.19'	15.00'	92°22'58"	N45°31'06"E	21.65'	N00°40'23"W	S88°17'25"E
C6	127.29'	160.00'	45°34'57"	N68°55'07"E	123.96'	S88°17'25"E	N46°07'38"E
C7	85.12'	160.00'	30°28'57"	N76°28'07"E	84.12'	S88°17'25"E	N61°13'38"E
C8	42.17'	160.00'	15°06'00"	N53°40'38"E	42.05'	N61°13'38"E	N46°07'38"E





# FORT HEALTHCARE

## PHASE 1 EXPANSION

### CITY OF FORT ATKINSON

### JEFFERSON COUNTY, WISCONSIN

#### SHEET INDEX

G - GENERAL SHEETS	
G1	TITLE SHEET
G2-8	STANDARD DETAILS
G9	TYPICAL SECTIONS
G10	OUTLOT 1 WET DETENTION POND DETAILS
G11	EXISTING CONDITIONS OVERVIEW
G12	DEMOLITION PLAN
EC - EROSION CONTROL & RESTORATION SHEETS	
EC1	EROSION CONTROL & RESTORATION - LOT GRADING
EC2	EROSION CONTROL & RESTORATION - WET DETENTION POND GRADING
EC3	EROSION CONTROL & RESTORATION - DRAINAGE SWALE
S - SITE PLAN SHEETS	
S1	SITE PLAN - LOT GRADING & STORM SEWER
S2	SITE PLAN - STORM WATER POND GRADING & STORM SEWER
S3	SITE PLAN - DRAINAGE SWALE
P - PLAN & PROFILE SHEETS	
P1	PLAN & PROFILE - SANITARY SEWER & WATERMAIN
P2	PLAN & PROFILE - ROADWAY & STORM SEWER
CS - CROSS SECTION SHEETS	
CS1-4	CROSS SECTION PLANS

#### LEGEND

— W —	EXISTING WATER MAIN
— W —	EXISTING WATER MAIN, VALVE & HYDRANT
— W —	EXISTING WATER SERVICE & CURB STOP
— W —	PROPOSED WATER MAIN, VALVE, & HYDRANT
— W —	PROPOSED WATER SERVICE & CURB STOP
— SAN —	EXISTING SANITARY SEWER & MANHOLE
— SAN —	PROPOSED SANITARY SEWER & MANHOLE
— FM —	EXISTING FORCEMAIN
— SS —	EXISTING STORM SEWER & INLET
— SS —	PROPOSED STORM SEWER & INLET
— SS —	PROPOSED STORM SEWER & MANHOLE
— E —	BURIED ELECTRIC
— G —	BURIED GAS & VALVE
— TV —	BURIED CABLE TELEVISION
— T —	BURIED TELEPHONE
— FO —	BURIED FIBER OPTICS
— OH —	OVERHEAD UTILITY
— — —	RAILROAD TRACKS
— — —	EXISTING CURB & GUTTER
— — —	PROPOSED CURB & GUTTER
— — —	EXISTING SIDEWALK
— — —	PROPOSED SIDEWALK
— CP —	EXISTING CULVERT PIPE
— CP —	PROPOSED CULVERT PIPE
— X — X — X —	FENCE LINE
— — —	DRAINAGE ARROW
— — —	SILT FENCE
— — —	RIGHT-OF-WAY
— — —	BASELINE
— — —	PROPERTY LINE
— — —	TREE LINE
●	BENCHMARK
●	IRON PIPE
●	IRON ROD
▲	CONTROL POINT
○ —	UTILITY POLE & GUY
1 000.00	SOIL BORING
×	LIGHT POLE
⊠	PEDESTAL
⊠	STREET SIGN
⊠	MAILBOX
⊠	FLAGPOLE
☆	TREE - DECIDUOUS
☆	TREE - CONIFEROUS
✕	TREE TO BE REMOVED

#### UTILITIES

SEWER :  
CITY OF FORT ATKINSON WASTEWATER UTILITY  
101 N. MAIN STREET  
FORT ATKINSON, WI 53538  
CONTACT: PAUL CHRISTENSEN  
PHONE: (920) 397-9917  
EMAIL: PCHRISTENSEN@FORTATKINSONWI.GOV

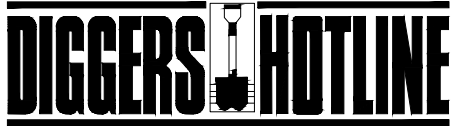
WATER:  
CITY OF FORT ATKINSON - WATER UTILITY  
101 N. MAIN STREET  
FORT ATKINSON, WI 53538  
CONTACT: JEFF ARMSTRONG  
PHONE: (920) 397-9916  
EMAIL: JARMSTRONG@FORTATKINSONWI.GOV

GAS:  
WE ENERGIES  
506 S 116TH STREET  
WEST ALLIS, WI 53214  
CONTACT: SCOTT HOLSTEIN  
PHONE: (262)763-1084  
EMAIL: SCOTT.HOLSTEIN@WE-ENERGIES.COM

ELECTRIC:  
WE ENERGIES  
506 S 116TH STREET  
WEST ALLIS, WI 53214  
CONTACT: BRYAN STOEHR  
PHONE: (414) 944-5516  
EMAIL: BRYAN.STOEHR@WE-ENERGIES.COM

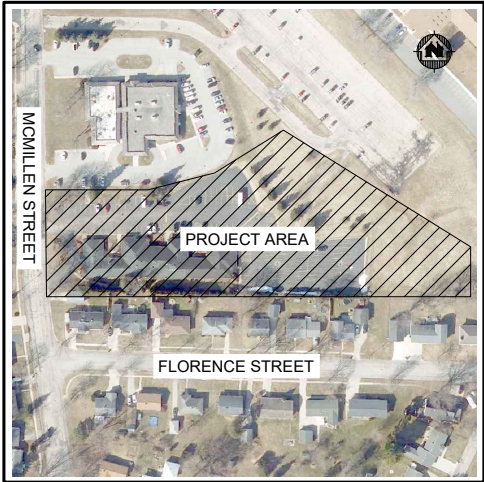
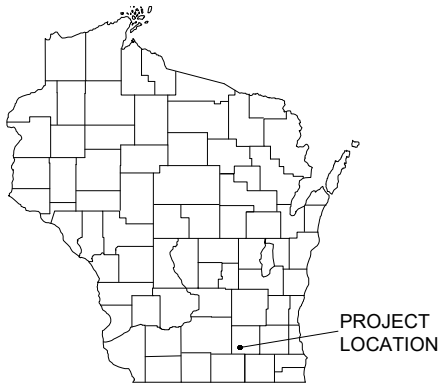
TELEPHONE:  
AT&T  
205 S. JEFFERSON STREET  
GREEN BAY, WI 54301  
CONTACT: JOE KASSAB  
PHONE: (920) 929-1013  
EMAIL: JK527K@ATT.COM

CATV:  
CHARTER  
N 3760 CTH DJ  
JUNEAU, WI 53039  
CONTACT: BRENT SCHNEIDER  
PHONE: (608) 209-9041  
EMAIL: BRENT.SCHNEIDER@CHARTER.COM



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NOTE:  
UTILITY LOCATIONS SHOWN ON PLANS ARE APPROXIMATE AND CONTRACTOR  
SHALL HAVE APPROPRIATE UTILITY MARK EXACT LOCATIONS PRIOR TO  
CONSTRUCTION.



LOCATION MAP  
NOT TO SCALE

PROJECT DATE:	DRAWN BY:	NO.	DATE	REVISION	BY:
	MJW	1	5/12/2023	PRELIMINARY	MJW
	MJW	2	6/9/2023	FINAL	MJW
	KCL	-	-	-	-

PLOT DATE: 6/9/2023 10:47 AM, G:\1717839\17839002\CADD\Construction Documents\17839002 FRONTEND.dwg



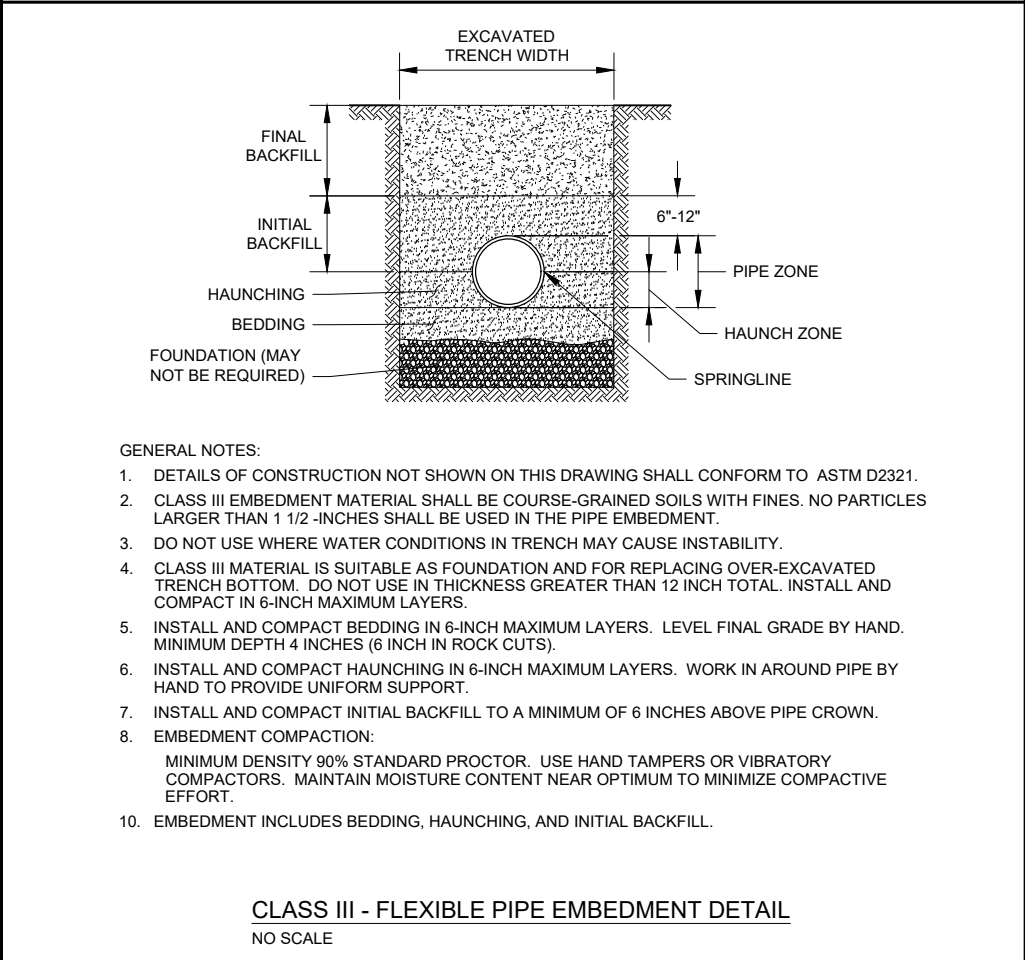
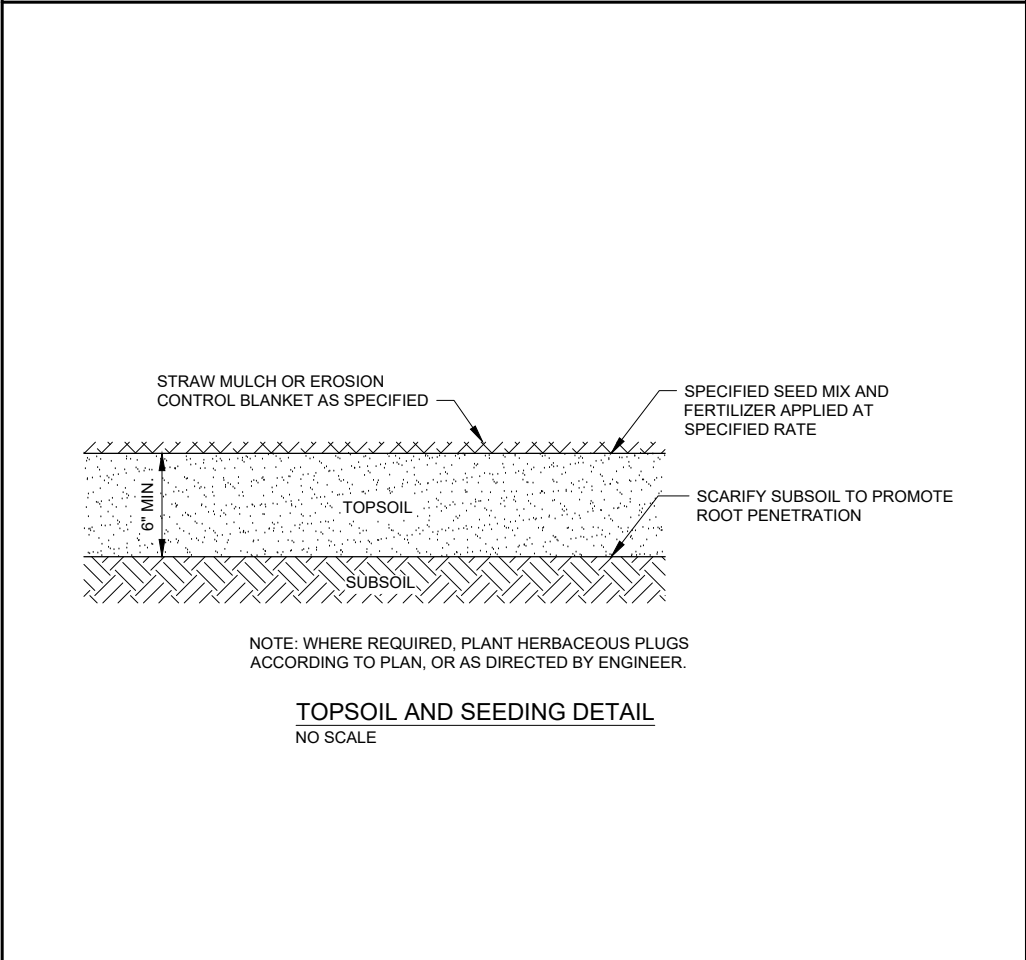
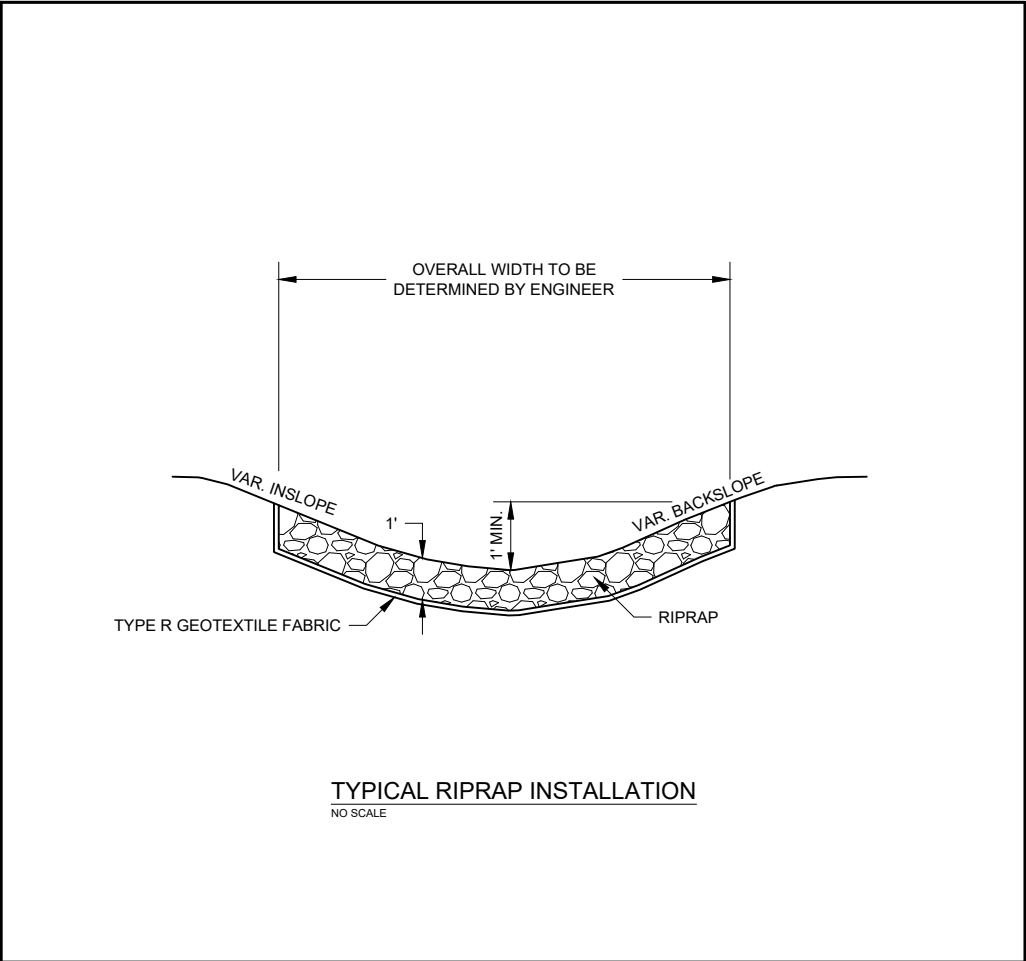
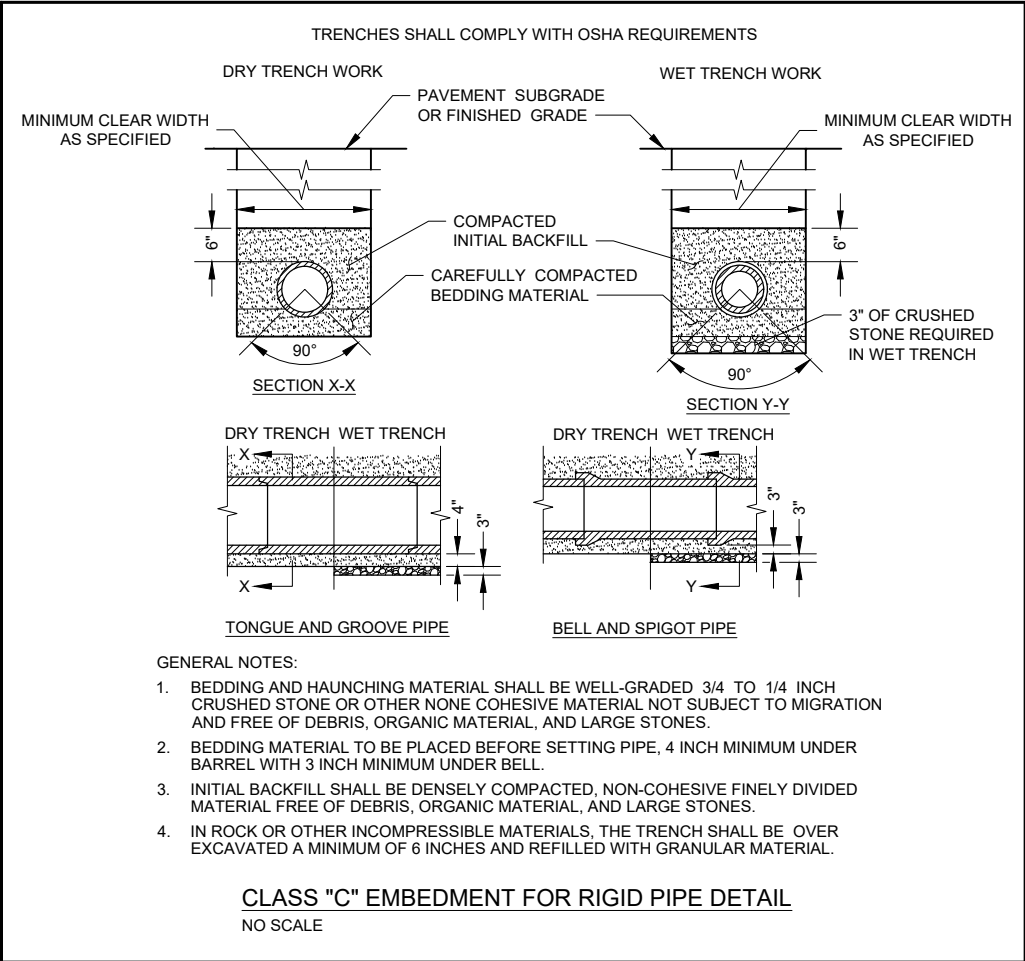
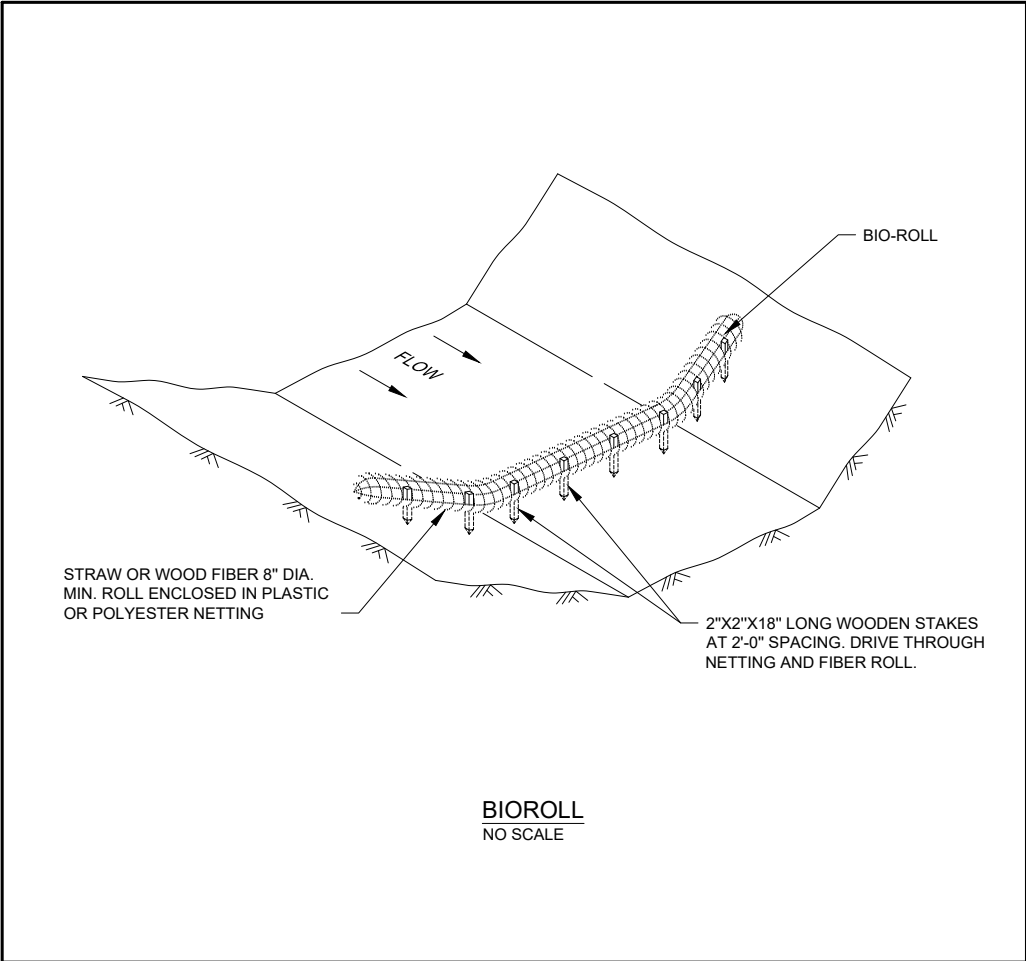
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FORT HEALTHCARE PHASE 1 EXPANSION  
FORT HEALTHCARE  
CITY OF FORT ATKINSON

TITLE SHEET

PROJECT NO:  
17839002  
SHEET  
G1

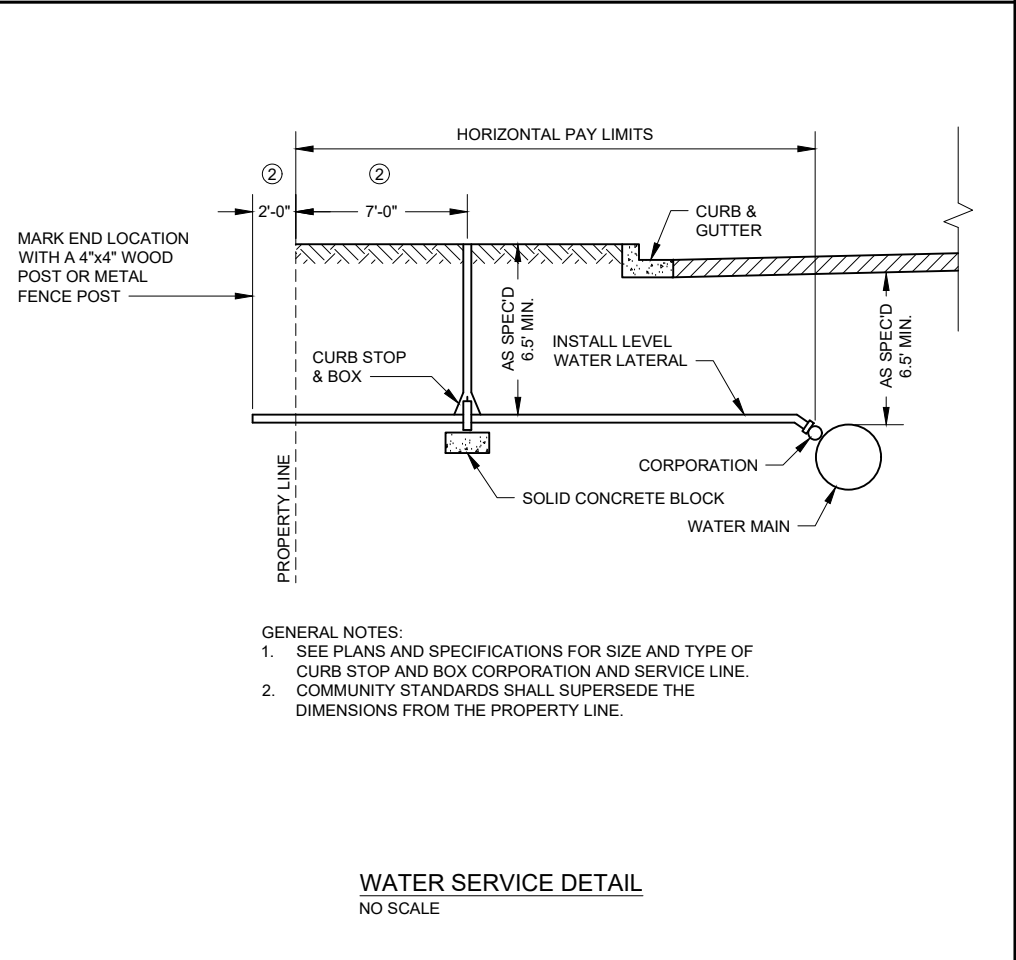
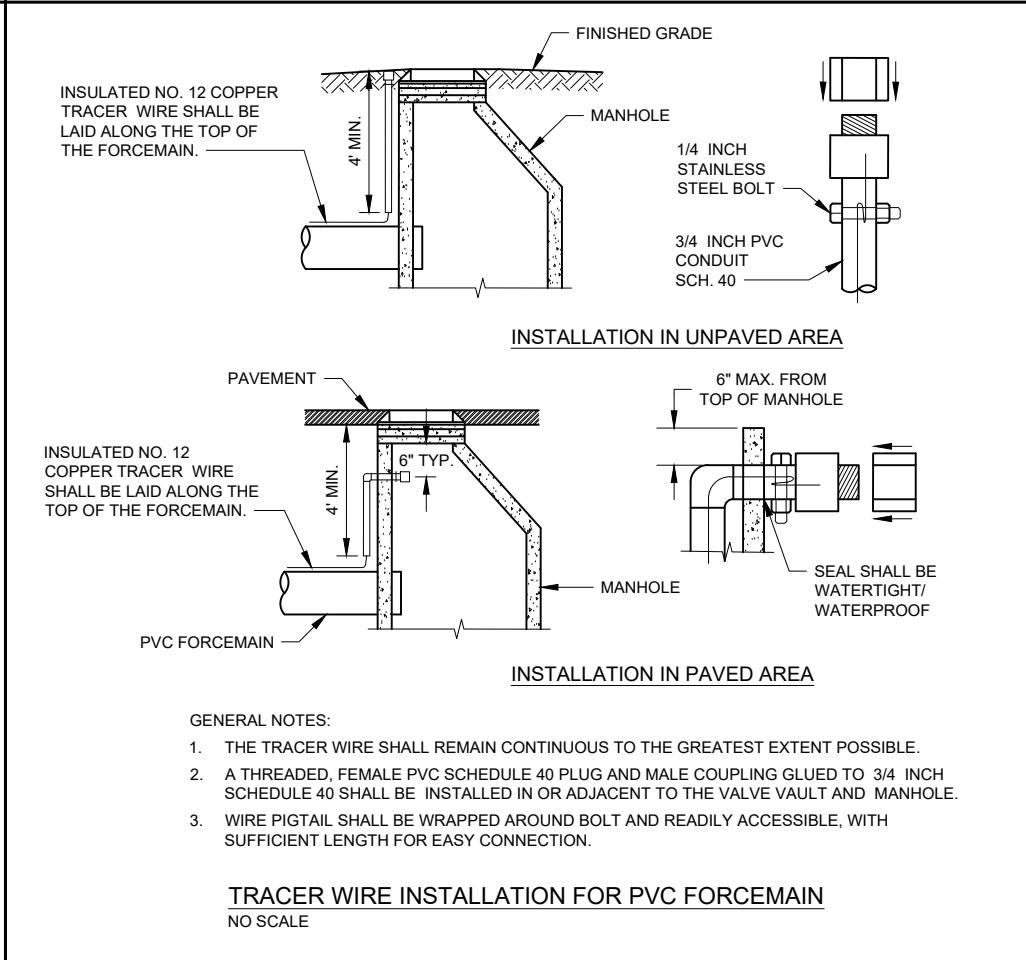
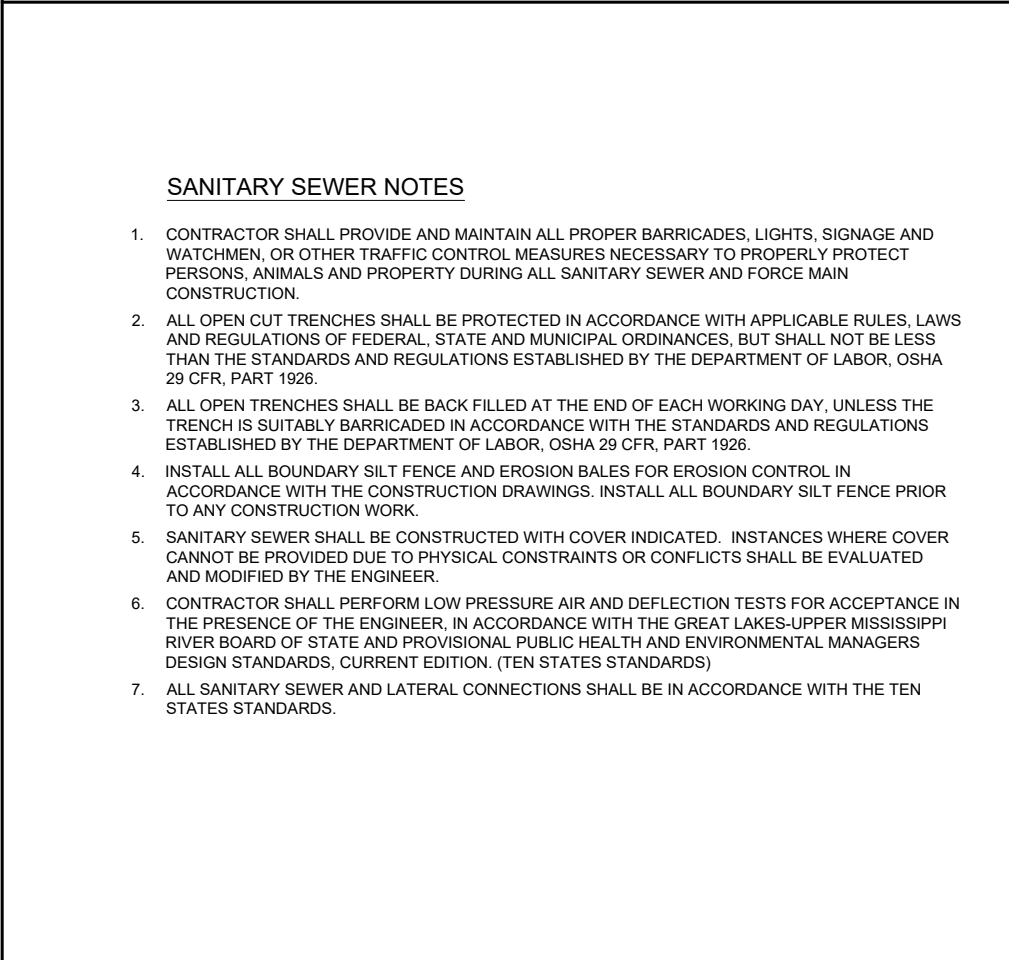
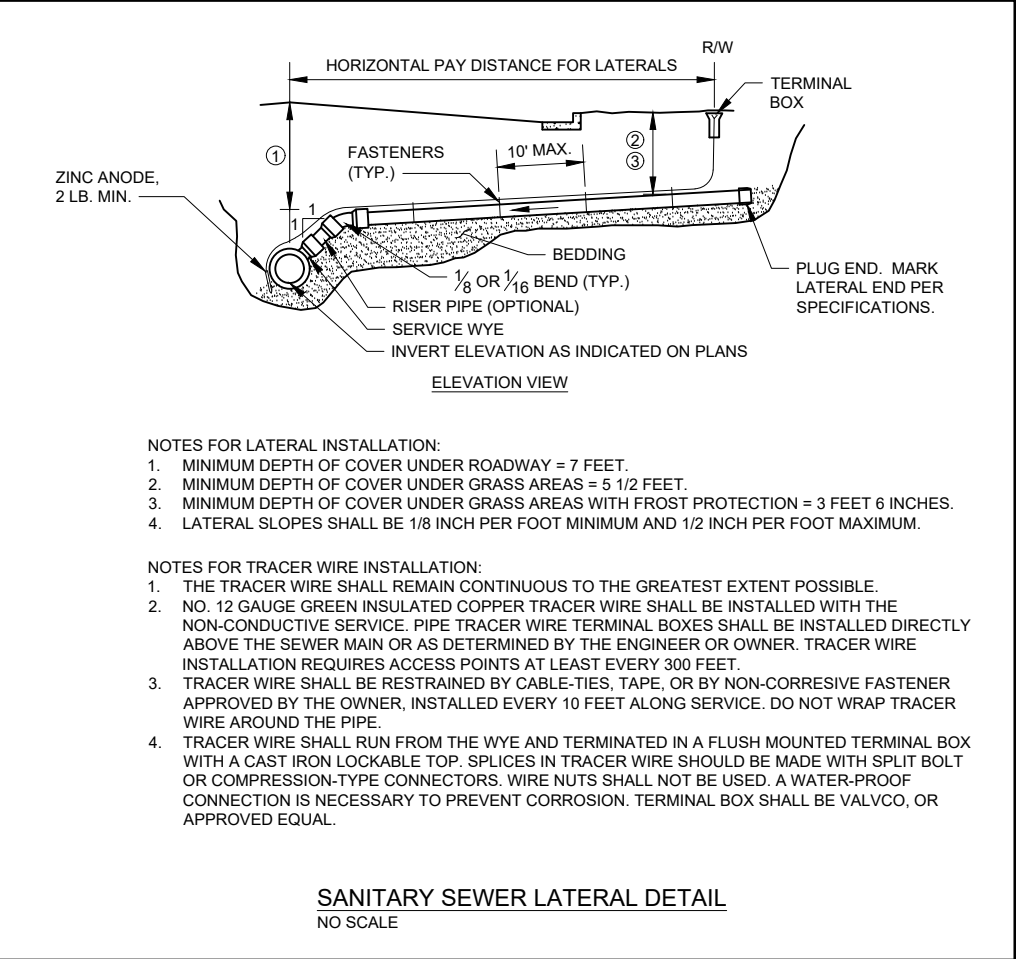
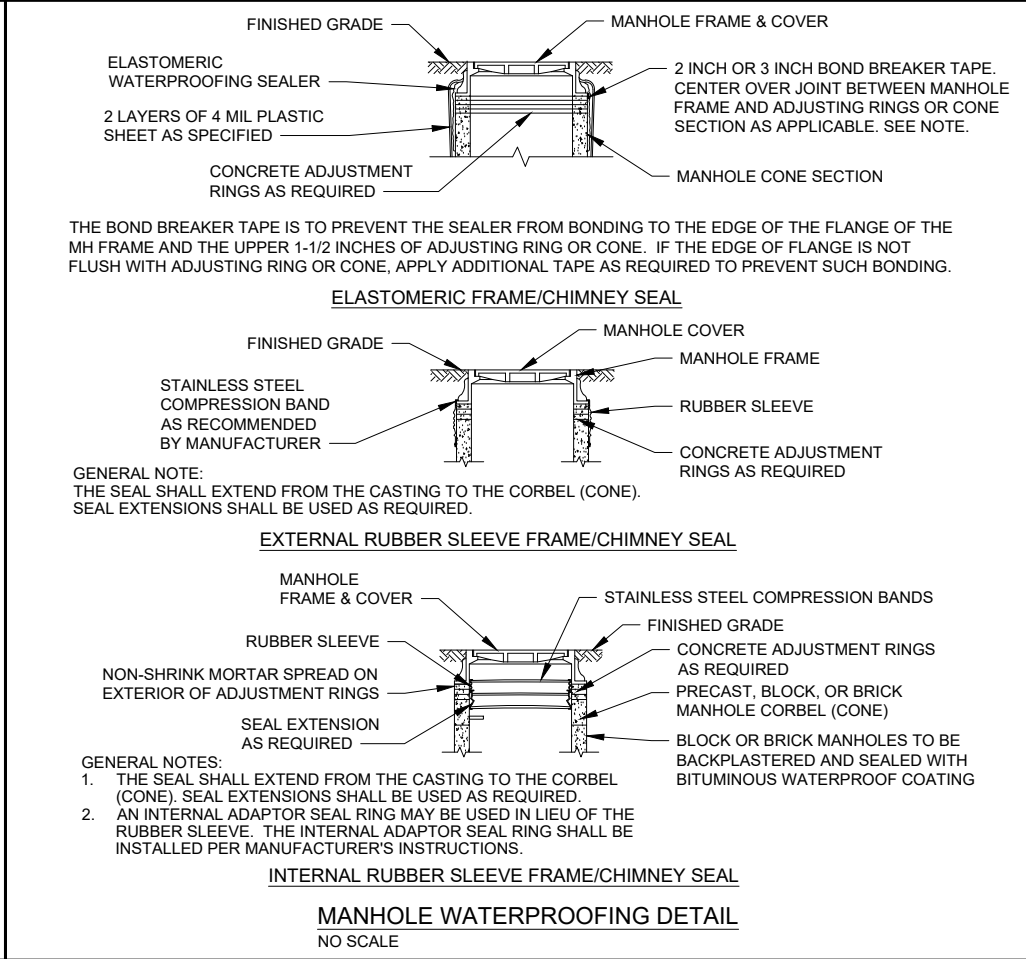
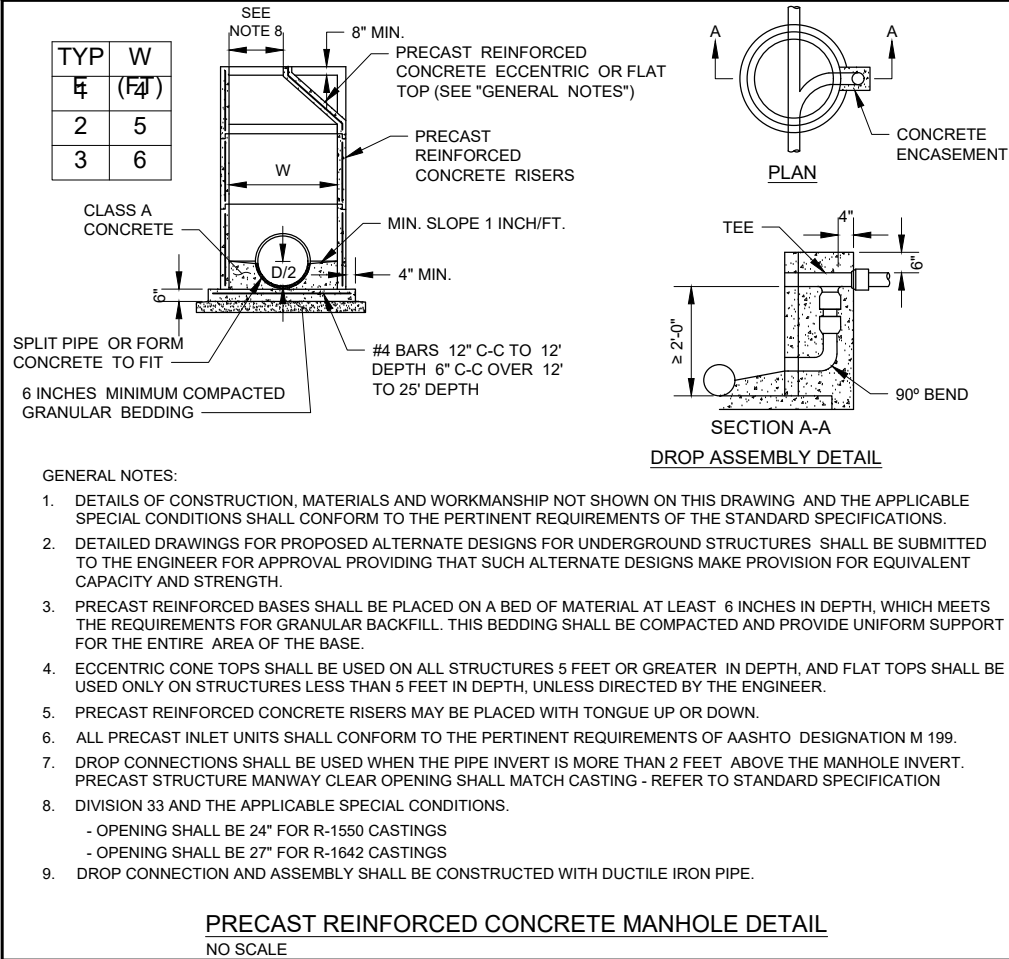
- SECTION NR216.46 OF WISCONSIN STATE ADMINISTRATIVE CODE IDENTIFIES REQUIREMENTS FOR CONSTRUCTION SITE AND POST-CONSTRUCTION EROSION CONTROL. IT IS THE INTENT OF THESE PLANS TO SATISFY THESE REQUIREMENTS. THE METHODS AND STRUCTURES USED TO CONTROL EROSION SHALL BE THE RESPONSIBILITY OF THE CONTRACTOR. CONTRACTOR SHALL IMPLEMENT AN APPROPRIATE MEANS OF CONTROLLING EROSION DURING SITE OPERATION AND UNTIL THE VEGETATION IS RE-ESTABLISHED. ADJUSTMENTS TO THE CONTROL SYSTEM SHALL BE MADE AS REQUIRED.
2. ALL WORK SHALL BE IN ACCORDANCE WITH THE LATEST EDITION OF THE WISCONSIN DNR'S CONSERVATION PRACTICE STANDARDS. THESE STANDARDS ARE PERIODICALLY UPDATED AND IT IS THE CONTRACTOR'S RESPONSIBILITY TO OBTAIN AND REFERENCE THE MOST RECENTLY RELEASED STANDARD.
3. THIS INFORMATION IS ONLY ONE PART OF THE OVERALL EROSION CONTROL REQUIREMENTS. ADDITIONAL REQUIREMENTS MAY ALSO BE SHOWN ON THE CONTRACT DRAWINGS AND IN THE ACCOMPANYING SPECIFICATIONS.
4. ADDITIONAL EROSION CONTROL MEASURES, AS REQUESTED IN WRITING BY THE STATE OR LOCAL INSPECTORS, OR THE OWNER'S ENGINEER, SHALL BE INSTALLED WITHIN 24 HOURS.
5. THE AREA OF EROSION LAND EXPOSED TO THE ELEMENTS BY GRUBBING, EXCAVATION, TRENCHING, BORROW AND FILL OPERATIONS AT ANY ONE TIME SHALL BE MINIMIZED TO THE MAXIMUM EXTENT PRACTICABLE. FOR ANY DISTURBED AREA THAT REMAINS INACTIVE FOR GREATER THAN 7 WORKING DAYS, OR WHERE GRADING WORK EXTENDS BEYOND THE PERMANENT SEEDING DEADLINES, THE SITE MUST BE TREATED WITH TEMPORARY STABILIZATION MEASURES SUCH AS SOIL TREATMENT, TEMPORARY SEEDING AND/OR MULCHING. ALL DISTURBED AREAS SHALL BE TREATED WITH PERMANENT STABILIZATION MEASURES WITHIN 3 WORKING DAYS OF FINAL GRADING.
6. ALL EROSION CONTROL MEASURES AND STRUCTURES SERVING THE SITE MUST BE INSPECTED AT LEAST WEEKLY OR WITHIN 24 HOURS OF THE TIME 0.5 INCHES OF RAIN HAS OCCURRED. ALL NECESSARY REPAIR AND MAINTENANCE WILL BE DONE AT THIS INSPECTION TIME.
7. ALL EROSION CONTROL DEVICES AND/OR STRUCTURES SHALL BE PROPERLY INSTALLED PRIOR TO CLEARING AND GRUBBING OPERATIONS WITHIN THEIR RESPECTIVE DRAINAGE AREAS. THESE SHALL BE PROPERLY MAINTAINED FOR MAXIMUM EFFECTIVENESS UNTIL VEGETATION IS RE-ESTABLISHED.
8. ALL EROSION CONTROL DEVICES SHALL BE PROPERLY INSTALLED PRIOR TO ANY SOIL DISTURBANCE.
9. ANY SLOPES STEEPER THAN 3H:1V SHALL BE STAKED WITH EROSION CONTROL FABRIC UNLESS INDICATED ON THE PLAN.
10. ALL WASTE AND UNUSED BUILDING MATERIALS (INCLUDING GARBAGE, DEBRIS, CLEANING WASTES, WASTEWATER, TOXIC MATERIALS, OR HAZARDOUS MATERIALS) SHALL BE PROPERLY DISPOSED OF AND NOT ALLOWED TO BE CARRIED OFF-SITE BY RUNOFF OR WIND.
11. WIND EROSION SHALL BE KEPT TO A MINIMUM DURING CONSTRUCTION. WATERING, MULCH, OR A TACKING AGENT MAY BE REQUIRED TO PROTECT NEARBY RESIDENCES AND WATER RESOURCES.
12. CHANNELIZED RUNOFF ENTERING THE PROJECT SITE FROM ADJOINING LANDS SHALL BE DIVERTED THROUGH NATURALLY OR ARTIFICIALLY EROSION-RESISTANT CONVEYANCES. IF CHANNELIZED RUNOFF CANNOT BE DIVERTED, SITE BEST MANAGEMENT PRACTICES MUST ACCOUNT FOR THE ADDITIONAL FLOW RATES AND EROSION POTENTIAL THAT SUCH RUNOFF PRESENTS.
13. THE CONTRACTOR SHALL TAKE ALL POSSIBLE PRECAUTIONS TO PREVENT SOILS FROM BEING TRACKED ONTO PUBLIC OR PRIVATE ROADWAYS. PAVED SURFACES ADJACENT TO CONSTRUCTION SITE VEHICLE ACCESS SHALL BE SWEEPED AND/OR SCRAPPED (NOT FLUSHED) PERIODICALLY TO REMOVE SOIL, DIRT, AND/OR DUST.
14. EROSION CONTROLS SHALL BE INSTALLED ON THE DOWNSTREAM SIDE OF TEMPORARY STOCKPILES. ANY SOIL STOCKPILE THAT REMAINS FOR MORE THAN 30 DAYS SHALL BE COVERED OR TREATED WITH STABILIZATION PRACTICES SUCH AS TEMPORARY OR PERMANENT SEEDING AND MULCHING. ALL STOCK PILES SHALL BE PLACED AT LEAST 75 FEET FROM STREAMS OR WETLANDS.
15. ADDITIONAL EROSION CONTROL FOR UTILITY CONSTRUCTION (STORM SEWER, SANITARY SEWER, WATER MAIN, ETC.) SHALL INCLUDE THE FOLLOWING:
  - a. PLACE EXCAVATED TRENCH MATERIAL ON THE HIGH SIDE OF THE TRENCH.
  - b. BACKFILL, COMPACT, AND STABILIZE THE TRENCH IMMEDIATELY AFTER PIPE CONSTRUCTION.
  - c. DISCHARGE OF TRENCH WATER OR DEWATERING EFFLUENT MUST BE PROPERLY TREATED TO REMOVE SEDIMENT IN ACCORDANCE WITH THE WDNR CONSERVATION PRACTICE STANDARD 1061 - DEWATERING OR A SUBSEQUENT WDNR DEWATERING STANDARD PRIOR TO DISCHARGE INTO A STORM SEWER, DITCH, DRAINAGEWAY, OR WETLAND OR LAKE.
16. ALL DRAINAGE CULVERTS, STORM DRAIN INLETS, MANHOLES, OR ANY OTHER EXISTING STRUCTURES THAT COULD BE DAMAGED BY SEDIMENTATION SHALL BE PROTECTED ACCORDING TO THE VARIOUS METHODS PROVIDED IN THE PRINTED CONSERVATION PRACTICE STANDARDS.
17. ANY SOIL EROSION THAT OCCURS AFTER FINAL GRADING AND/OR STABILIZATION MUST BE REPAIRED AND THE STABILIZATION WORK REDONE.
18. THE FIRST SIX WEEKS AFTER INITIAL STABILIZATION, ALL NEWLY SEEDDED AND MULCHED AREAS SHALL WATERED WHENEVER 7 DAYS ELAPSE WITHOUT A RAIN EVENT.
19. WHEN THE DISTURBED AREA HAS BEEN STABILIZED BY PERMANENT VEGETATION OR OTHER MEANS, TEMPORARY BMP'S SUCH AS SILT FENCES, STRAW BALES, AND SEDIMENT TRAPS SHALL BE REMOVED AND THESE AREAS STABILIZED.
20. ALL TEMPORARY BEST MANAGEMENT PRACTICES SHALL BE MAINTAINED UNTIL THE SITE IS STABILIZED.
21. ALL DISTURBED AREAS SHALL BE PERMANENTLY STABILIZED WITH SEED AND MULCH UNLESS OTHERWISE SPECIFIED. A MINIMUM OF FOUR INCHES OF TOPSOIL SHALL BE APPLIED TO ALL AREAS TO BE SEEDDED OR SODDED.

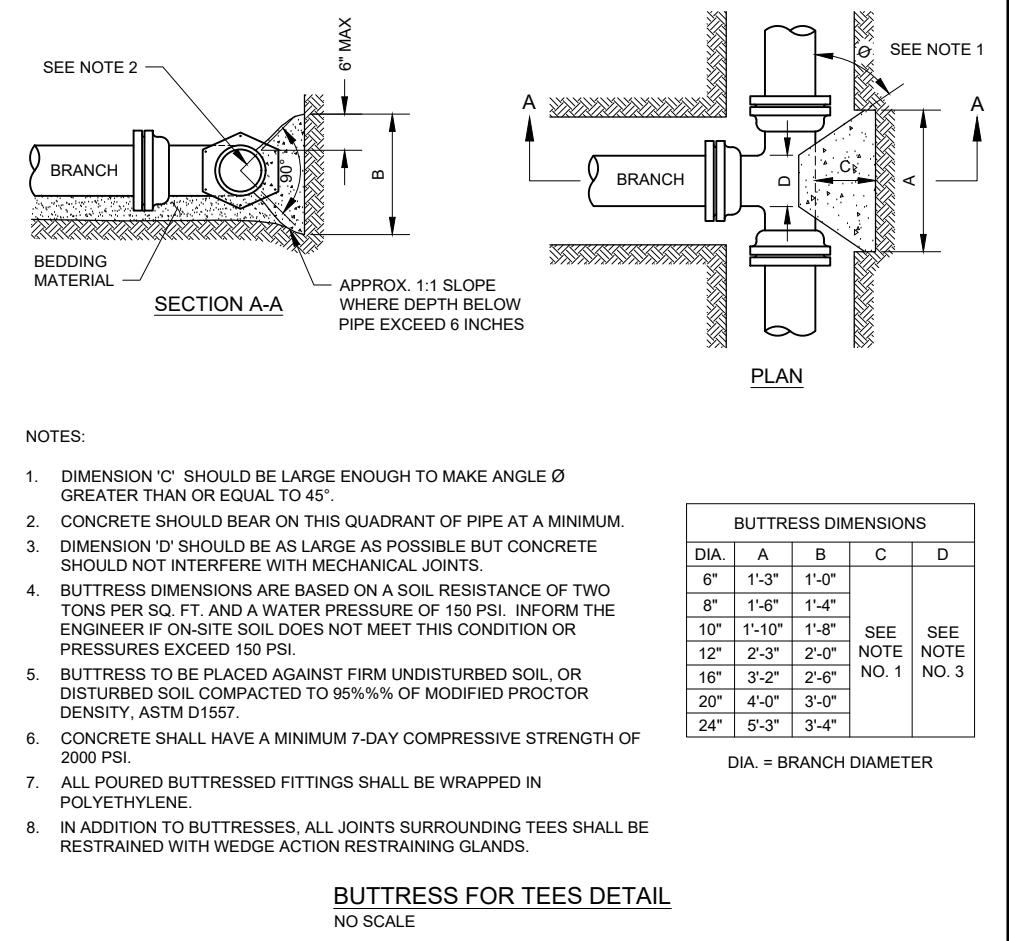
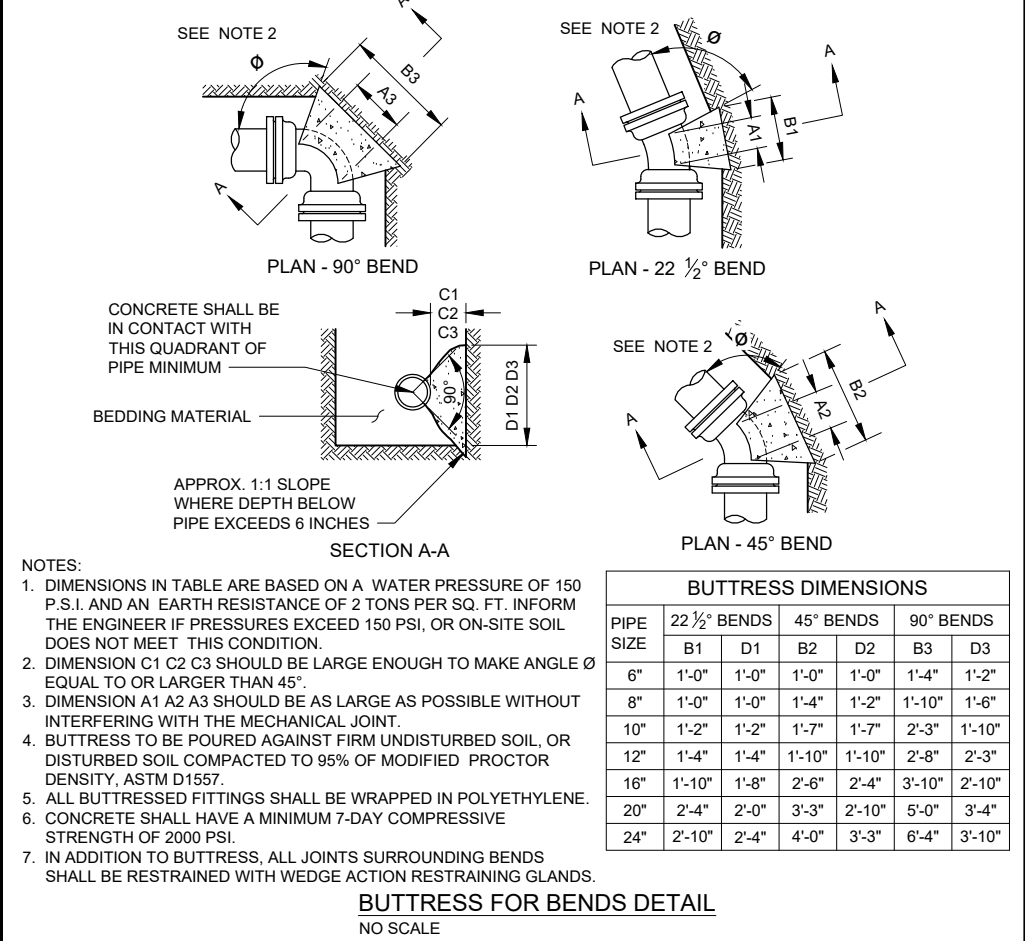
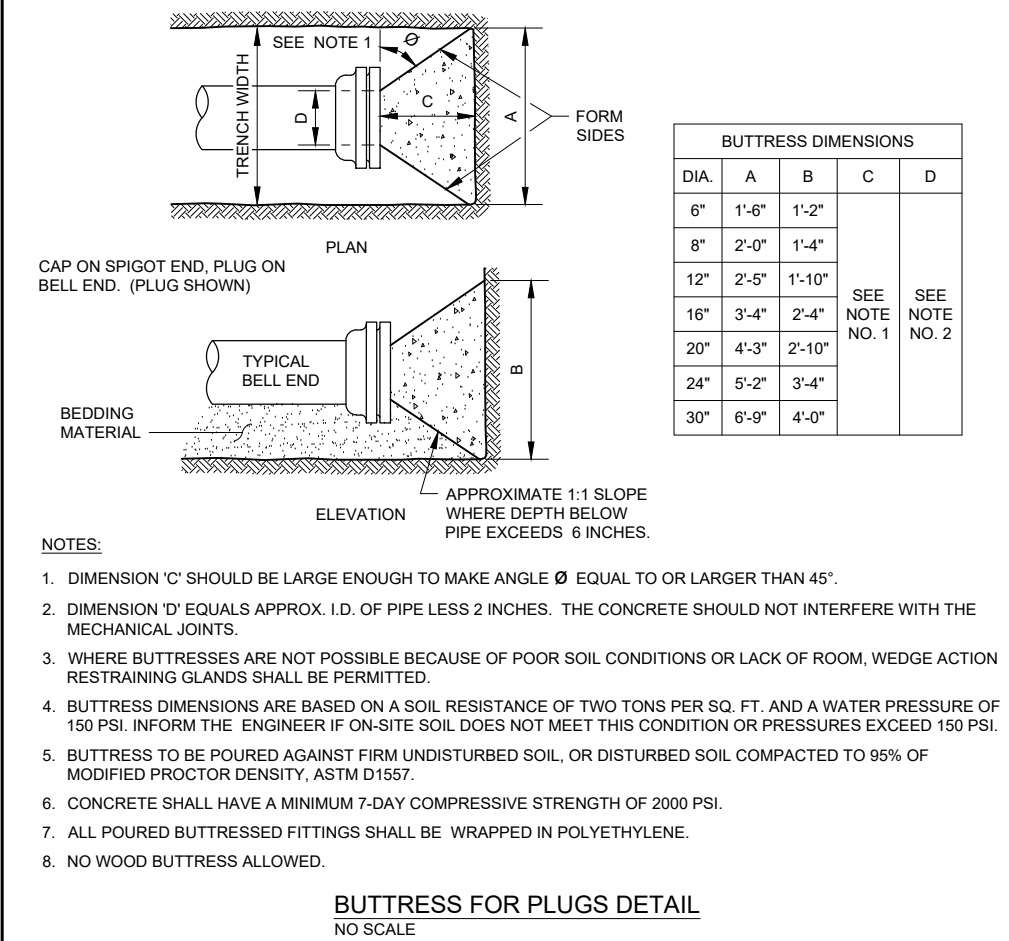
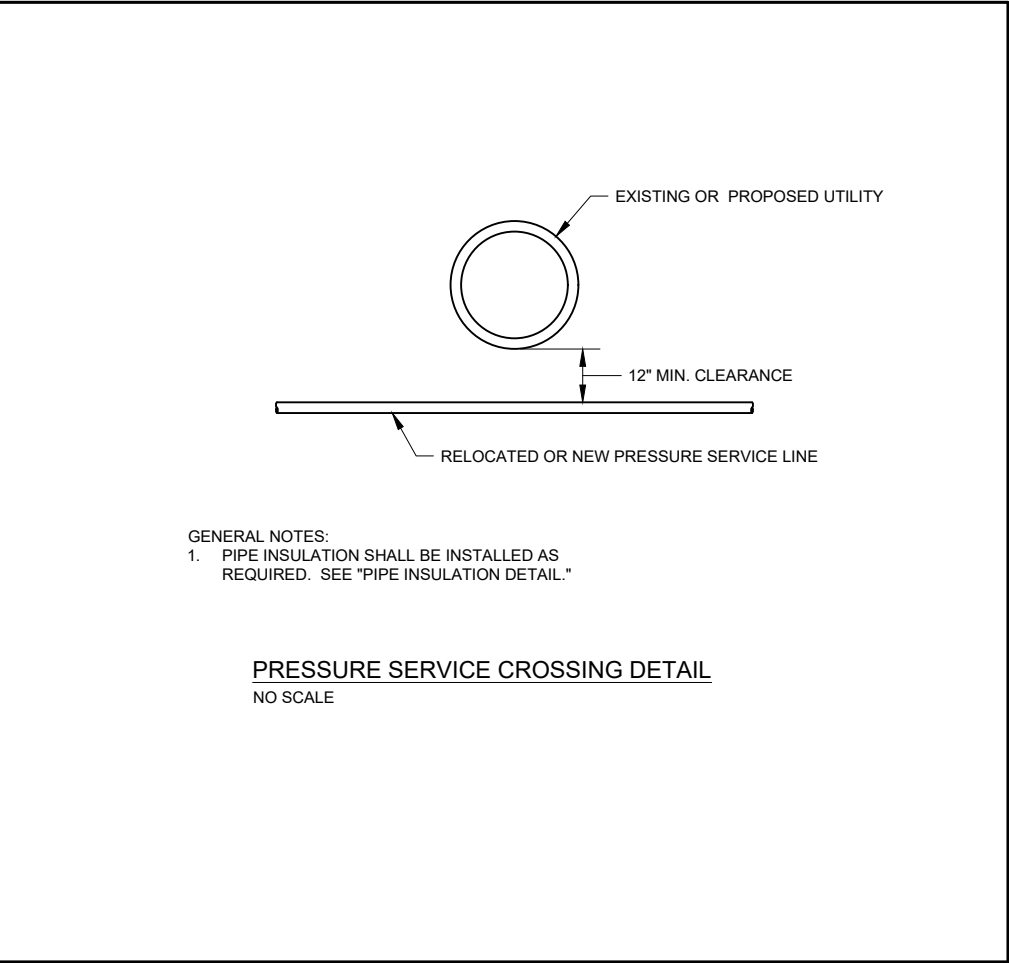
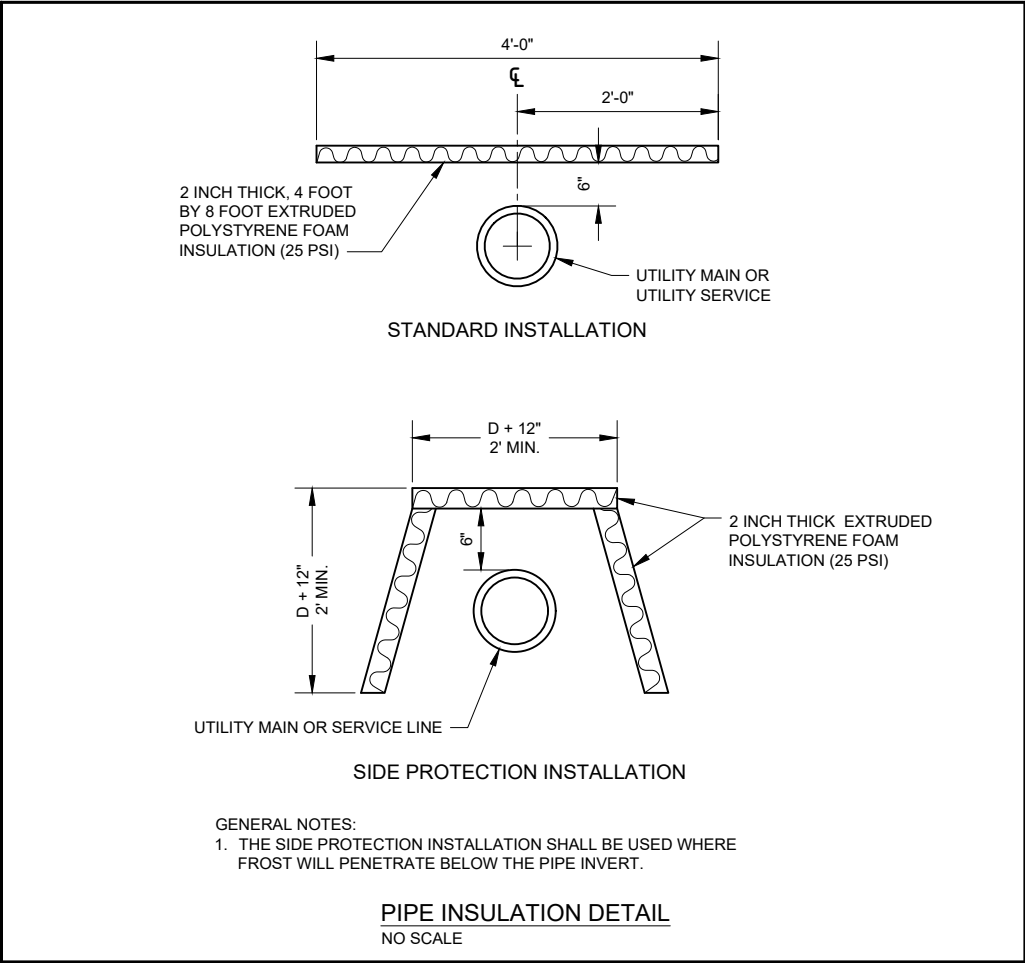
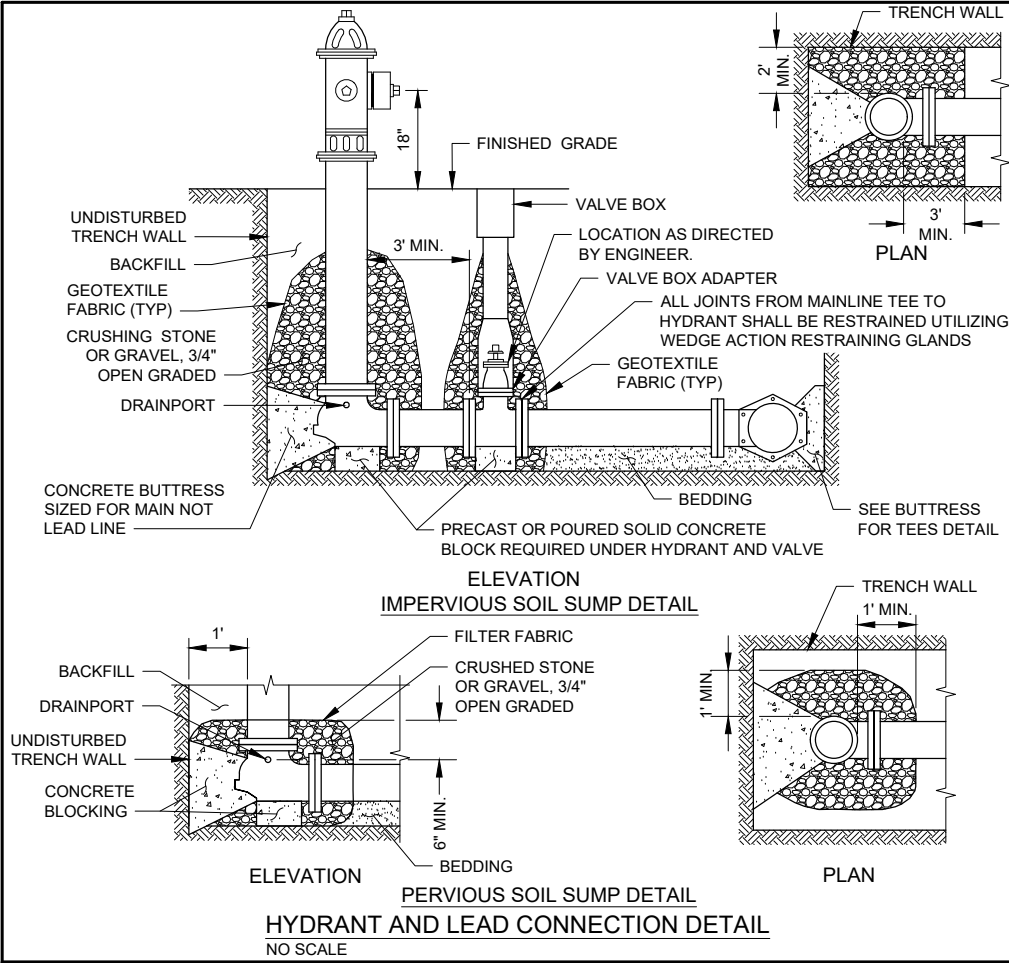


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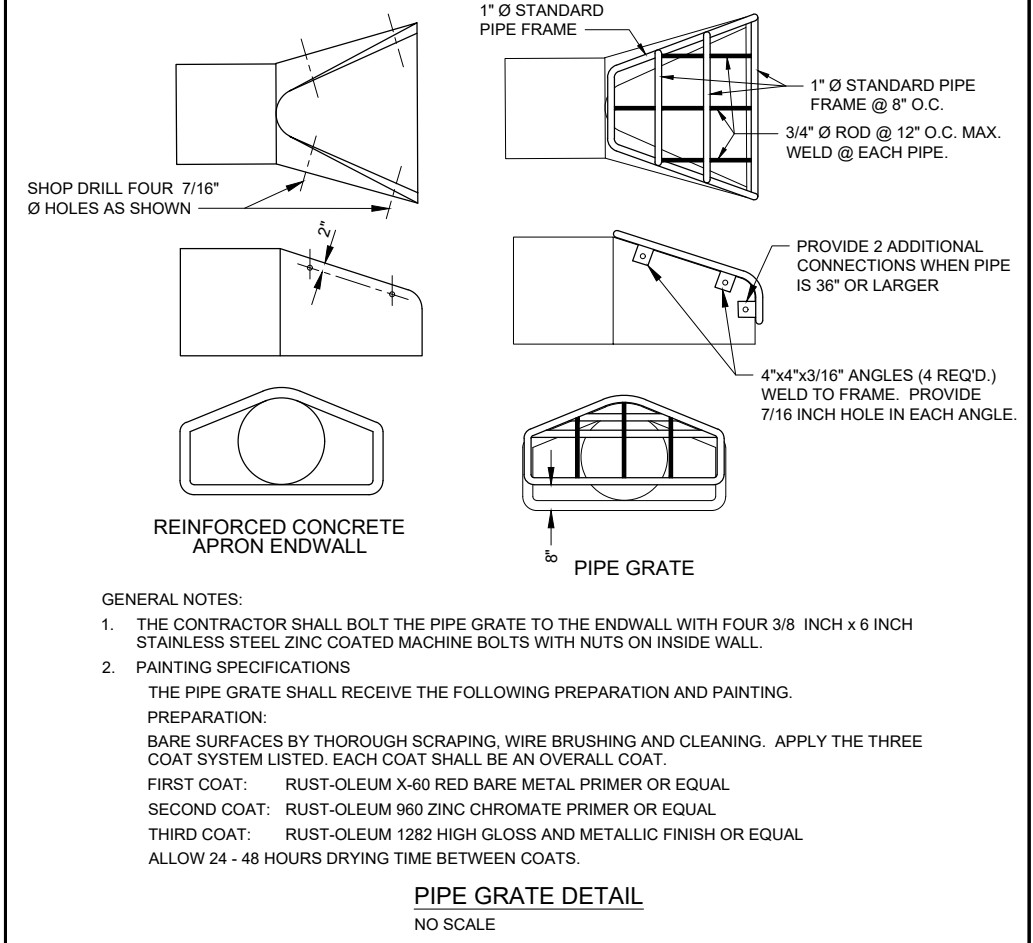
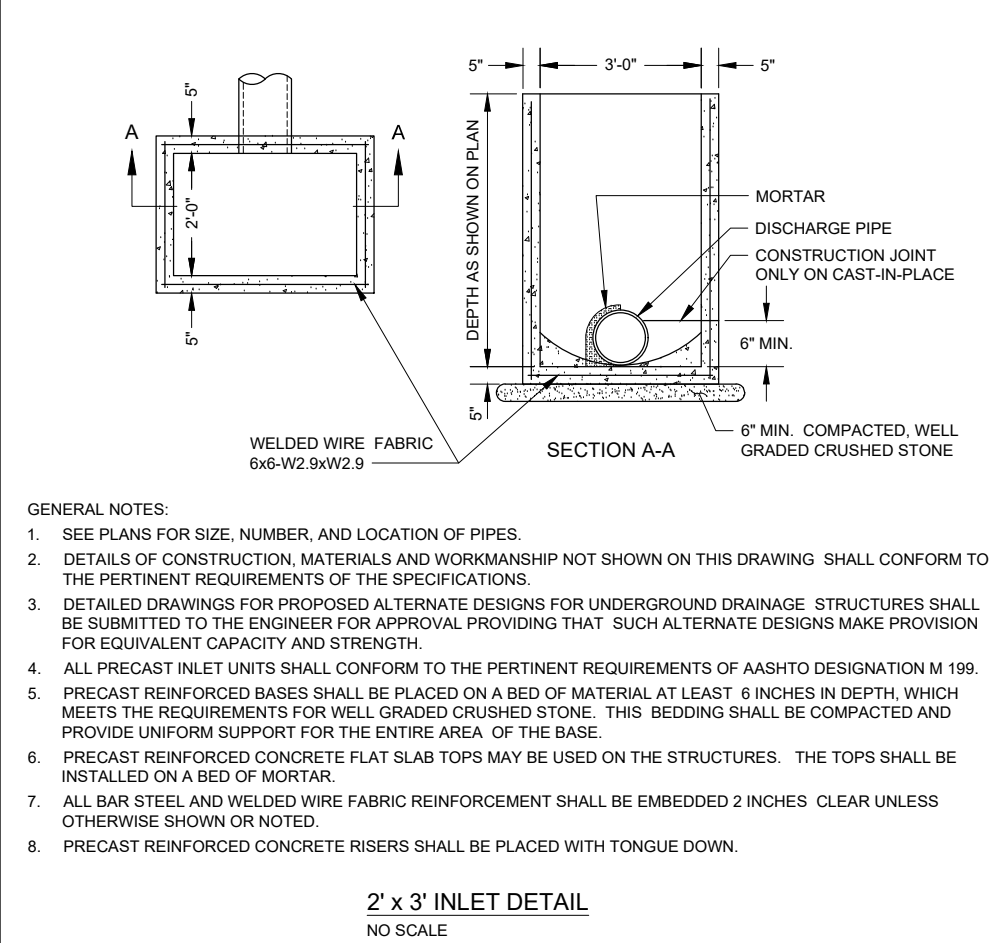
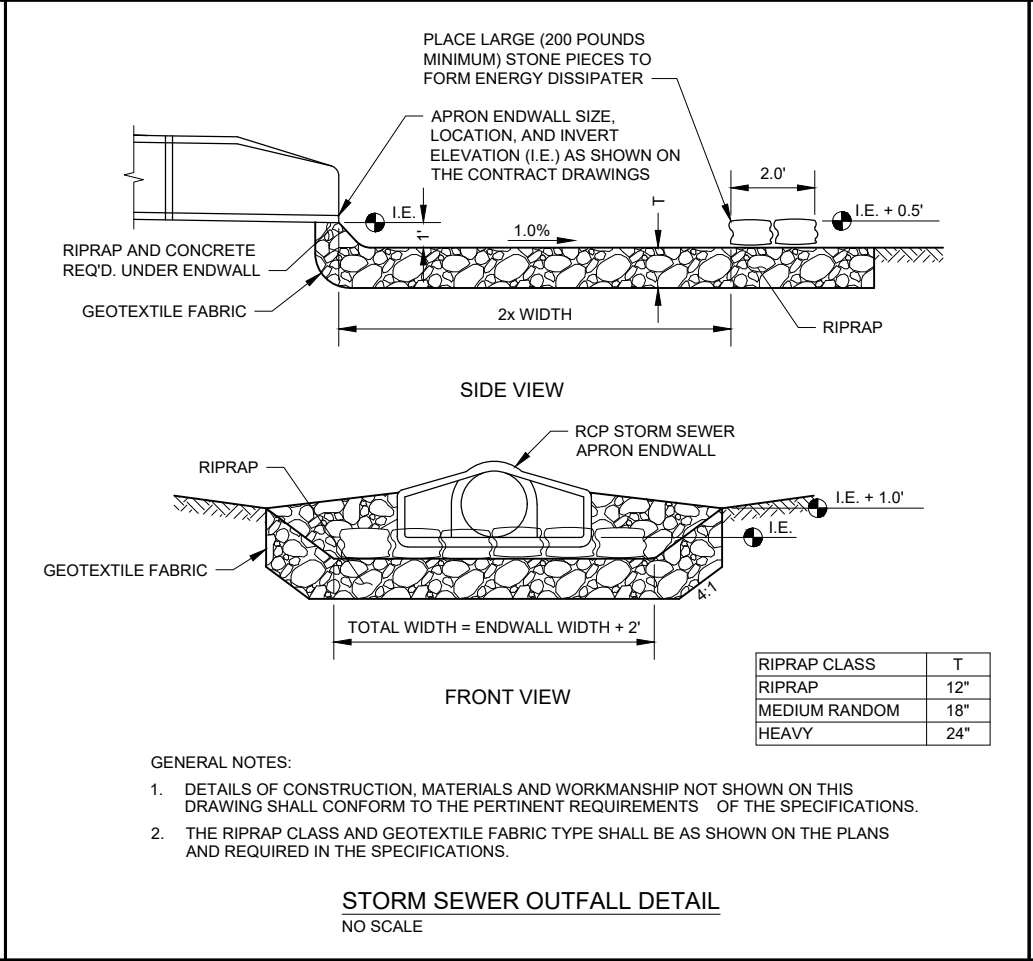
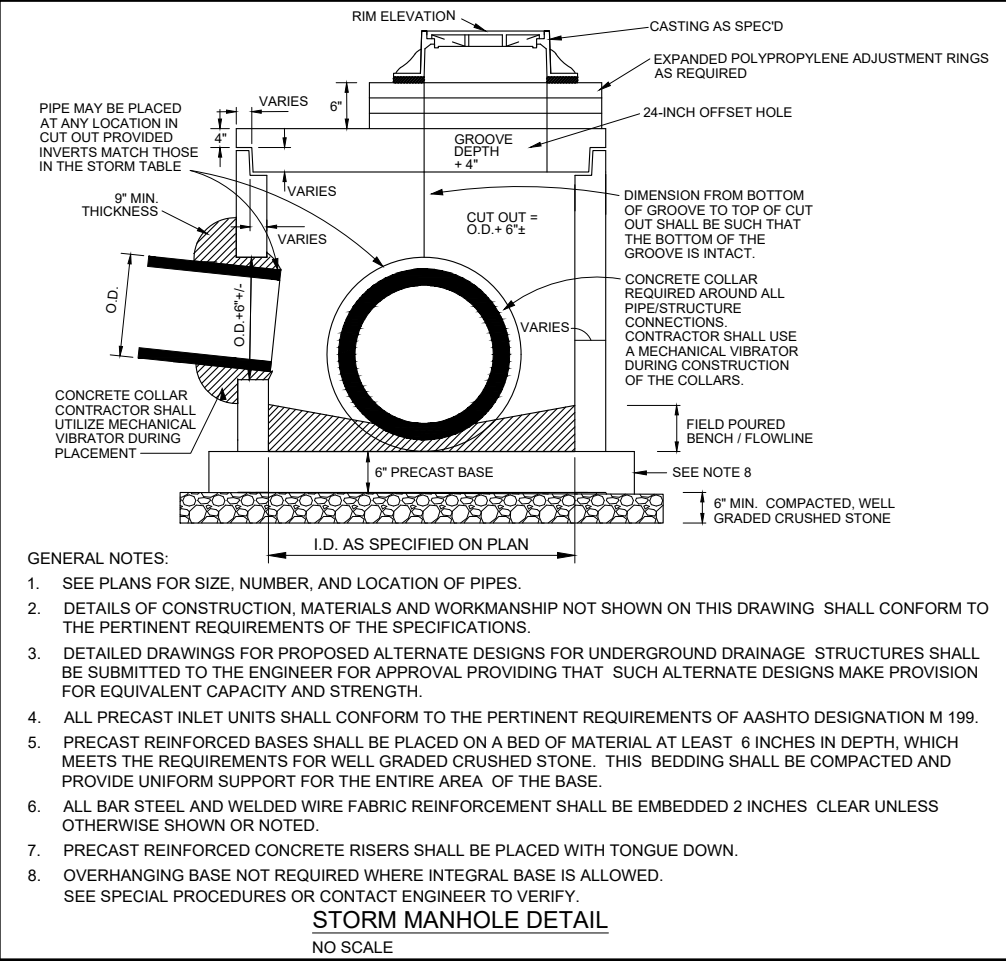






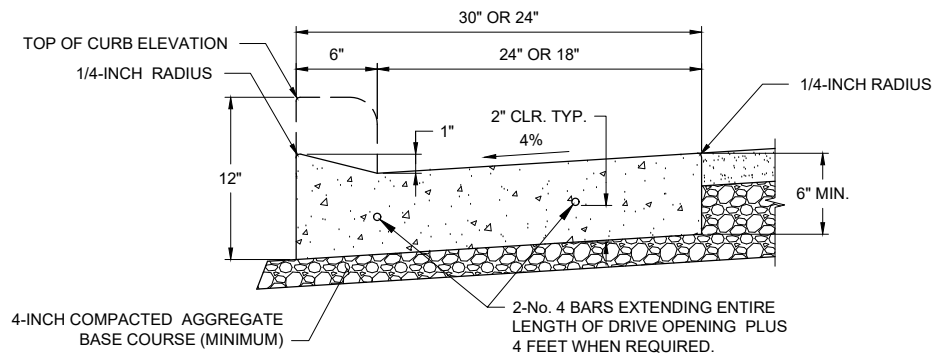
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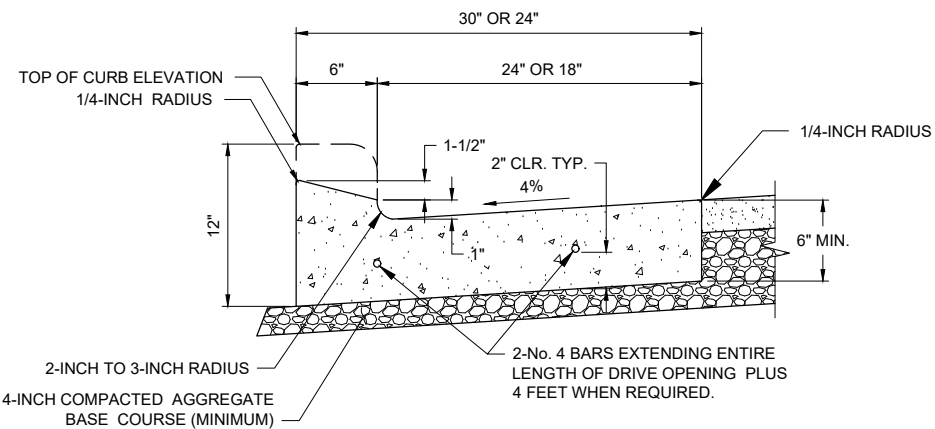


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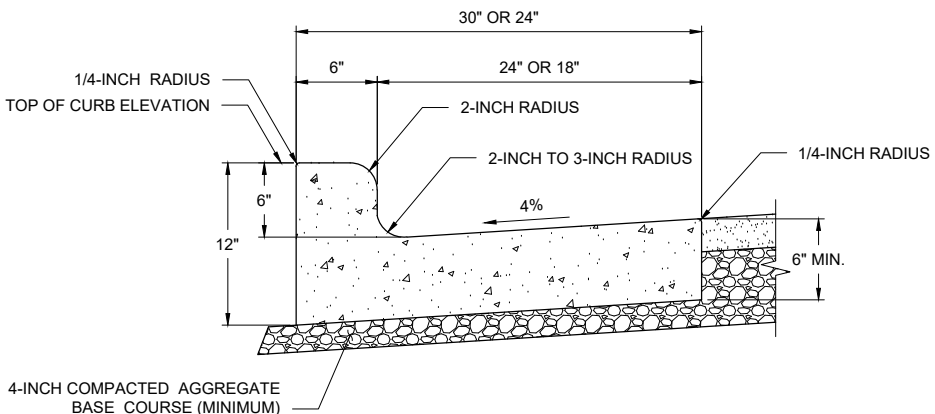
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DRIVEWAY SECTION

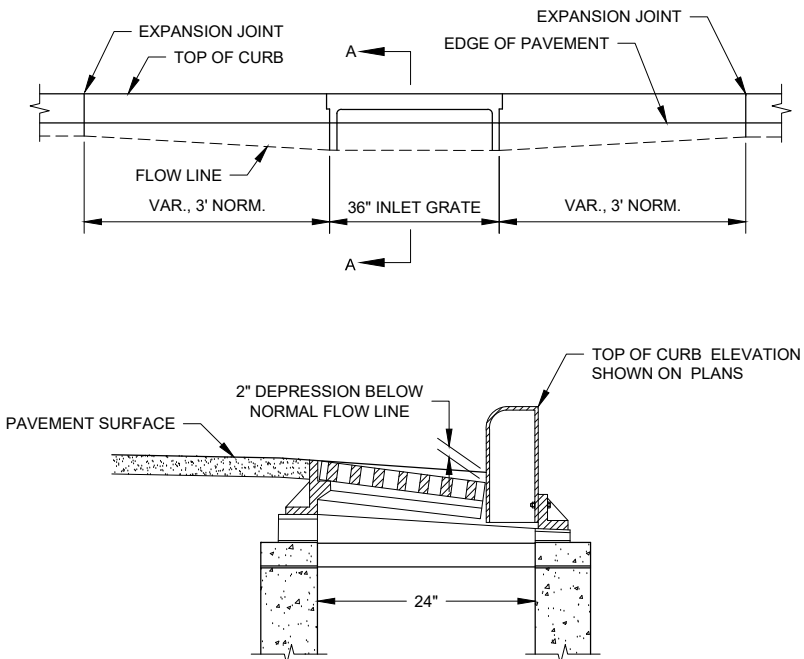


SPECIAL DRIVEWAY SECTION



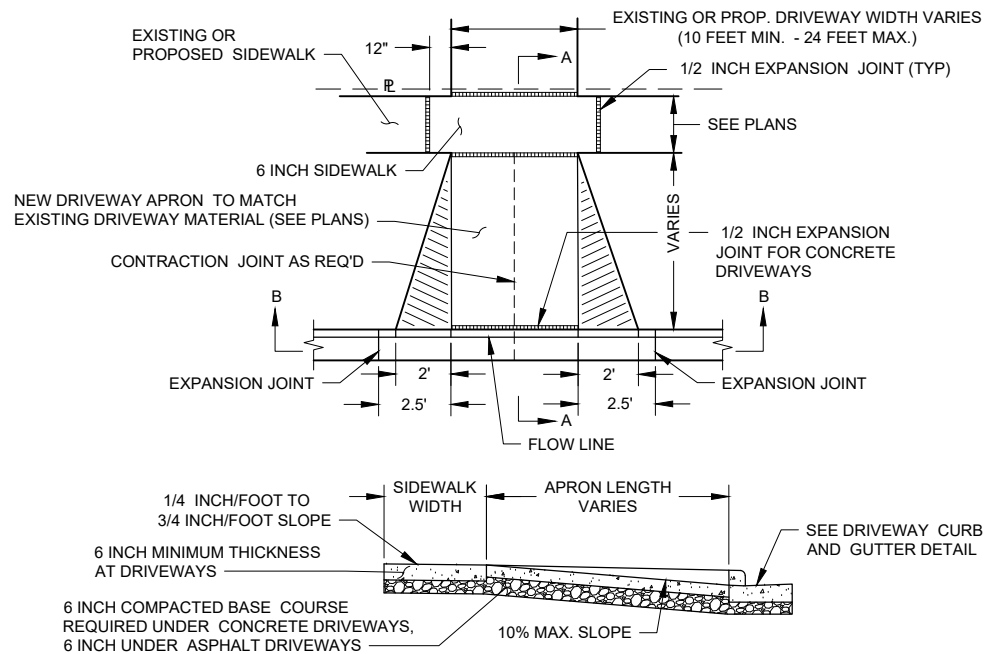
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TYPE L CURB AND GUTTER DETAIL  
NO SCALE

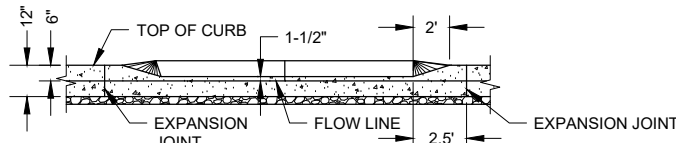


SECTION A-A

CURB AND GUTTER AT INLETS DETAIL  
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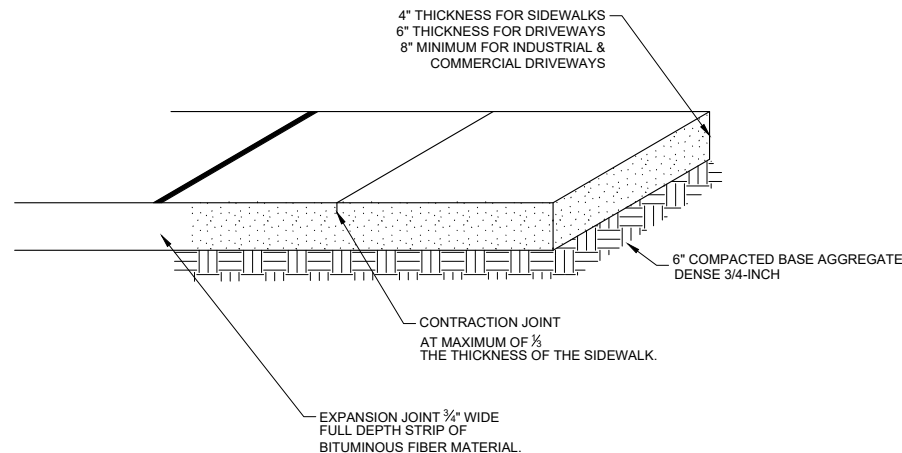


SECTION A-A



SECTION B-B

DRIVEWAY DETAIL  
NO SCALE



- NOTES:
1. ALL EXPOSED CONCRETE SHALL HAVE A LIGHT BROOM FINISH.
  2. EXPANSION JOINTS SHALL BE PLACED AT ABUTTING WALKS, DRIVEWAYS, CURBS, FOUNDATIONS OR OTHER FIXTURES.
  3. EXPANSION JOINT MAXIMUM SPACING SHALL BE 50 FEET.
  4. CONTRACTION JOINT SPACING TYPICALLY EQUAL TO SIDEWALK WIDTH.
  5. CROSS SLOPE TYPICAL 1/4" PER FOOT, MAX 1/2" PER FOOT.

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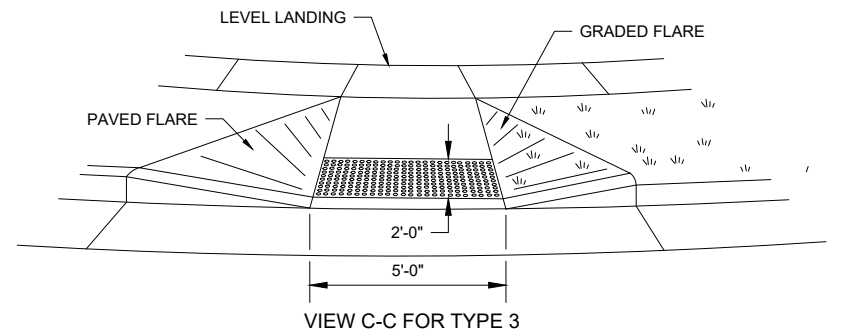
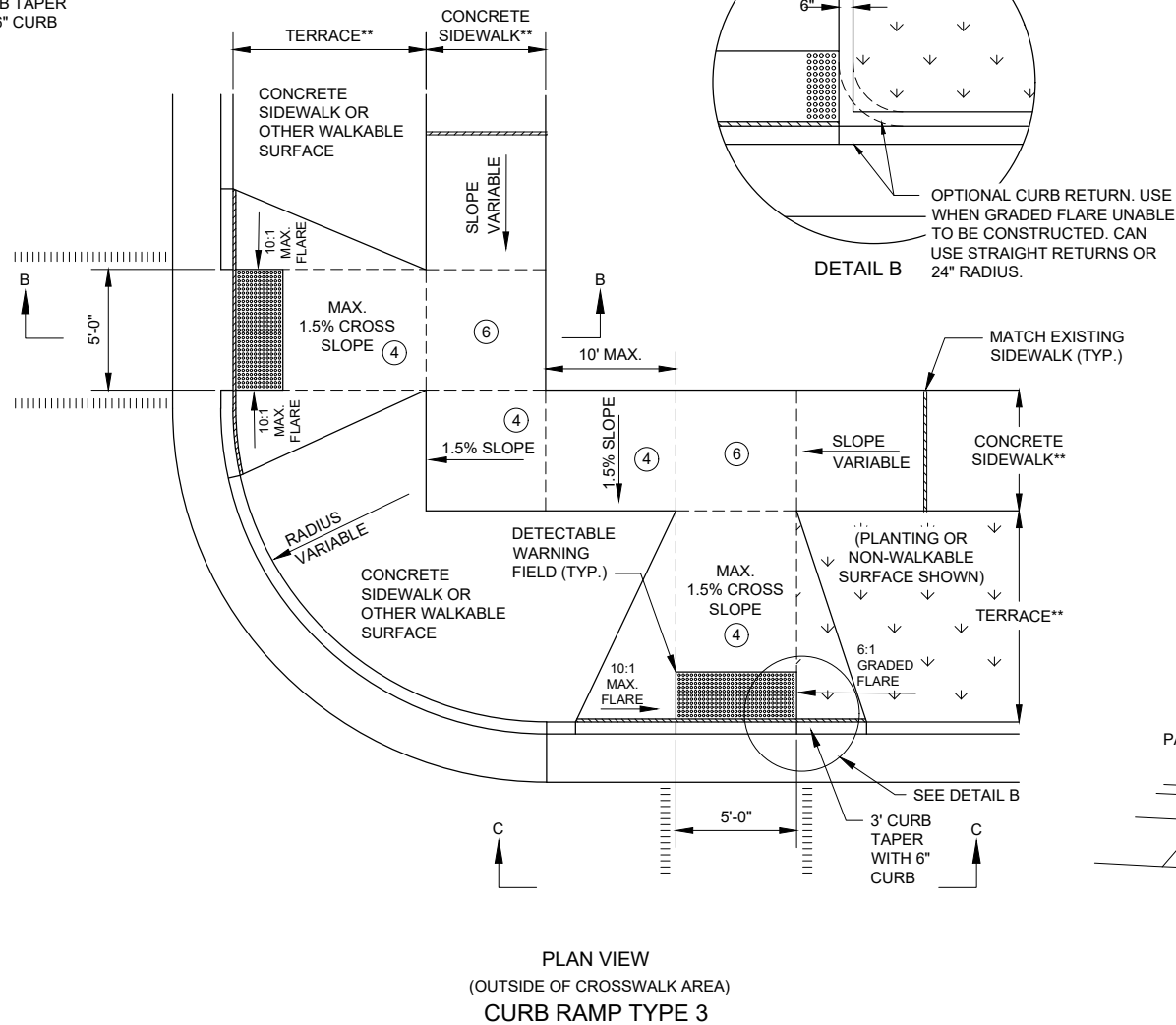
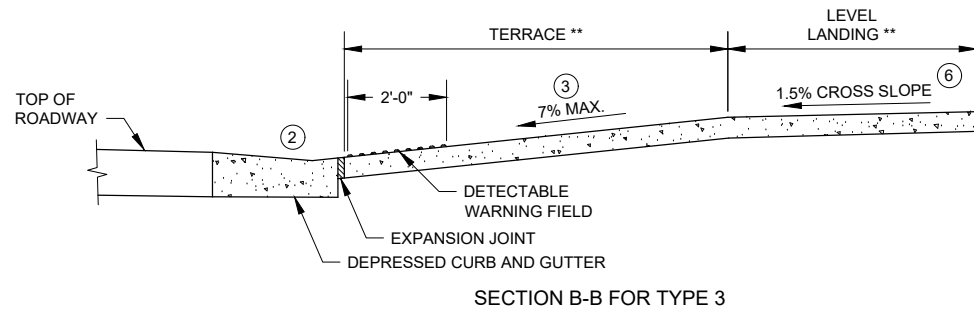
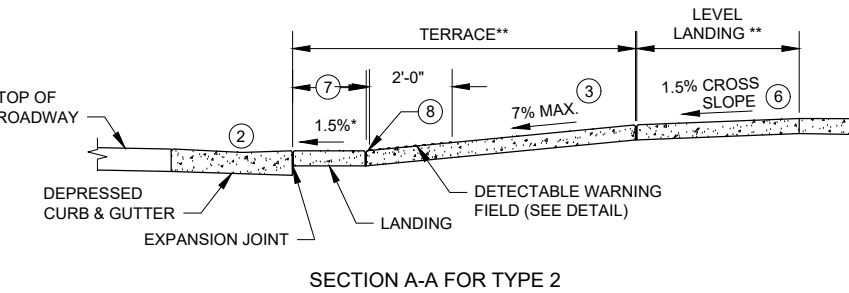
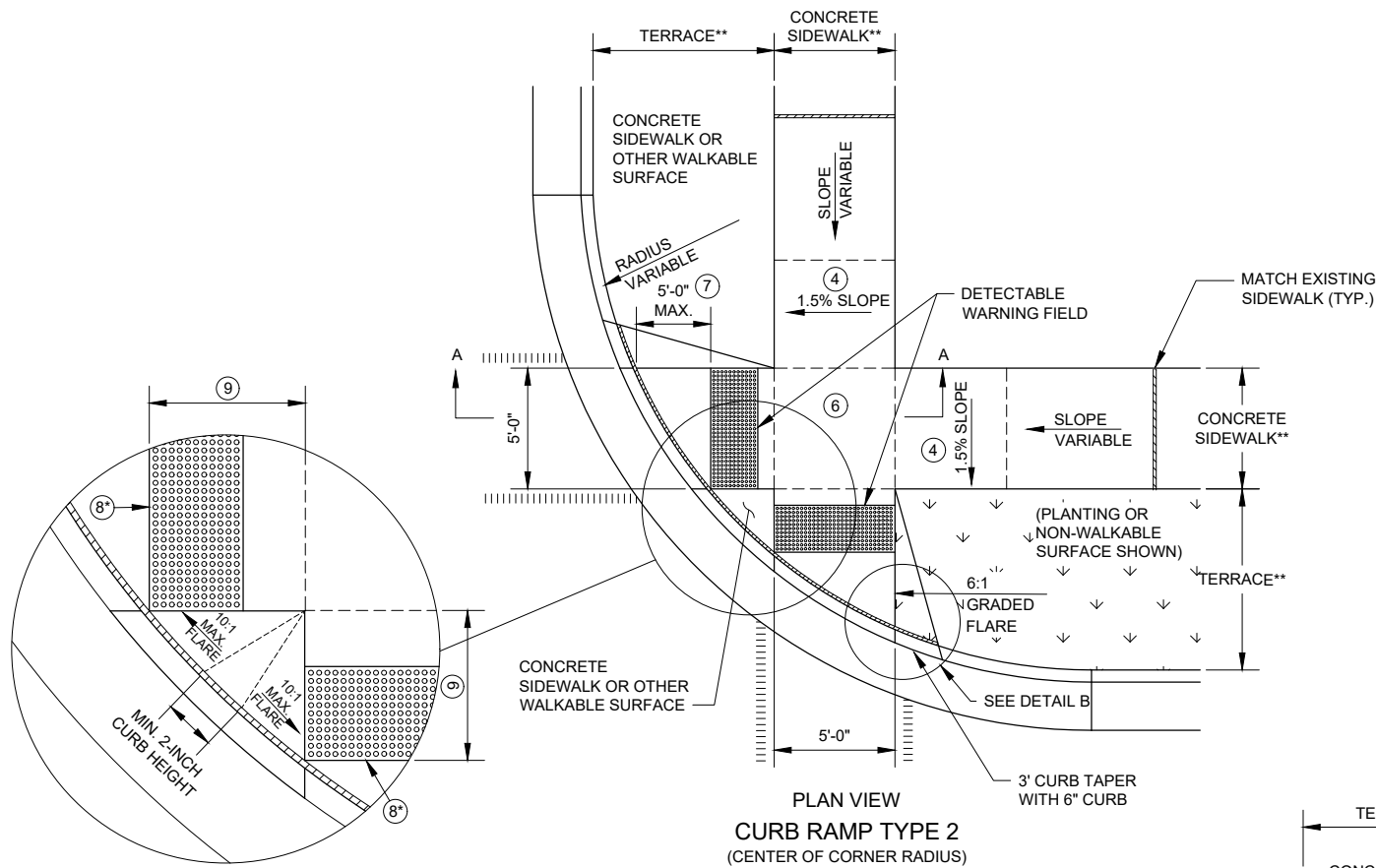


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## GENERAL NOTES

AVOID PLACING DRAINAGE STRUCTURES, JUNCTION BOXES OR OTHER OBSTRUCTIONS IN FRONT OF RAMP ACCESS AREAS.

DETAILS OF CONSTRUCTION, MATERIALS AND WORKMANSHIP NOT SHOWN ON THIS DRAWING SHALL CONFORM TO THE PERTINENT REQUIREMENTS OF THE STANDARD SPECIFICATIONS AND THE APPLICABLE SPECIAL PROVISIONS

DETECTABLE WARNING FIELDS THAT ARE INSTALLED AS A GROUP OR SIDE BY SIDE, SHALL BE FROM THE SAME MANUFACTURER.

- GRADE CHANGE BETWEEN GUTTER FLAG SLOPE AND THE CURB RAMP SLOPE SHALL NOT EXCEED 11%. MAXIMUM GUTTER FLAG SLOPE IS 4%. PROVIDE LONGITUDINAL DRAINAGE AROUND CURB AND AWAY FROM CURB RAMP. NO VERTICAL LIPS OR DISCONTINUITIES GREATER THAN 1/4-INCH ARE ALLOWED. SLOPE OF CURB HEAD OPENING SHALL MATCH THE RAMP SLOPE, MINIMALLY 1.5% AND NOT TO EXCEED 7%. WHEN ADJACENT TO 1.5% LANDING, CONSTRUCT CURB HEAD OPENING AT 1.5% IN THE DIRECTION OF PEDESTRIAN TRAVEL.
- AN 8.33% CURB RAMP SLOPE IS ALLOWABLE WITH FLATTENED GUTTER FLAG SLOPE (2.67% OR LESS) AND NOT TO EXCEED 11% GRADE CHANGE
- +/- 0.5% CONSTRUCTION TOLERANCE IN SIDEWALK CROSS SLOPE. THE SIDEWALK CROSS SLOPE SHALL NOT EXCEED 2% WITHOUT PRIOR APPROVAL FROM THE ENGINEER.
- PROVIDE A LEVEL LANDING (MAXIMUM 2% SLOPE) IN ANY DIRECTION OF PEDESTRIAN TRAVEL. STANDARD LANDING SIZE IS 5 FEET BY 5 FEET.
- WHEN THIS GRADE BREAK EXCEEDS 5 FEET, USE RADIAL DETECTABLE WARNING FIELD.
- PROVIDE GRADE BREAK PERPENDICULAR TO DIRECTION OF WHEELCHAIR TRAVEL.
- WHEN THIS DISTANCE IS LESS THAN 6'-0" IT MAY BE DIFFICULT TO ACHIEVE A 7% SLOPE OR FLATTER ALONG THE RAMP. REDUCE CURB HEIGHT IN TRIANGLE AREA TO ACHIEVE 7% SLOPE OR FLATTER ON RAMP. CONSTRUCT 2-INCH MINIMUM CURB HEIGHT BETWEEN 10:1 FLARES.

\* MAXIMUM 2.0% SLOPE IN ALL DIRECTIONS IN FRONT OF GRADE BREAK

\*\* WIDTH SHOWN ELSEWHERE IN THE PLANS

## LEGEND

- 1/2" EXPANSION JOINT-SIDEWALK
- CONTRACTION JOINT FIELD LOCATED
- PAVEMENT MARKING CROSSWALK (WHITE)

## CURB RAMPS TYPES 2 AND 3

NO SCALE

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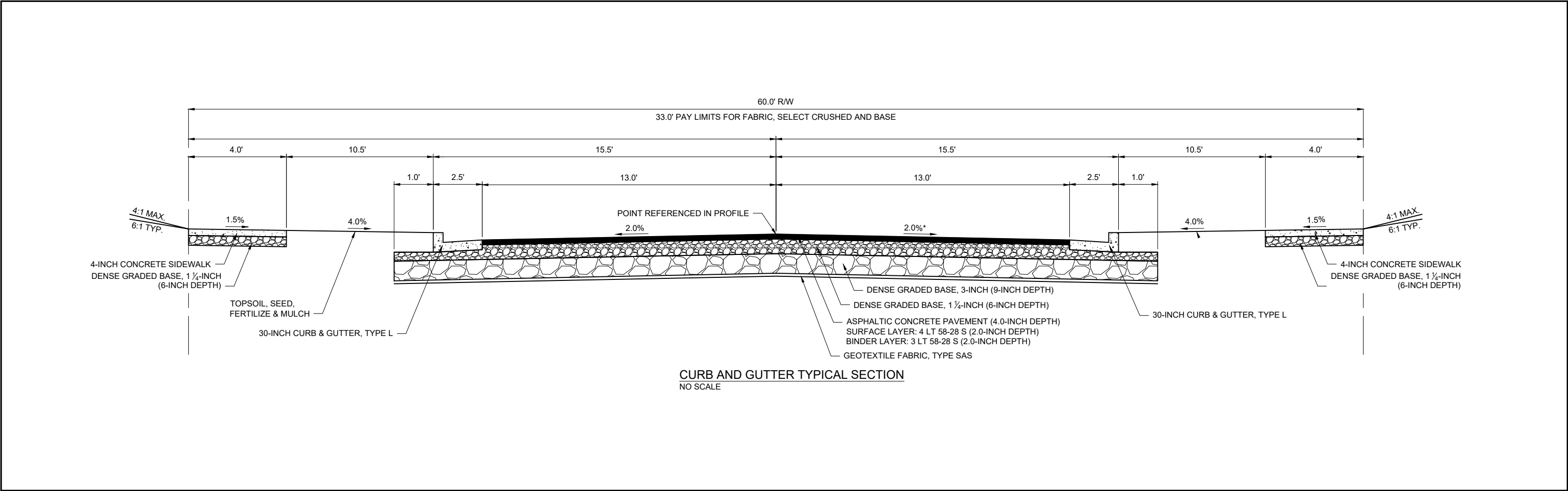


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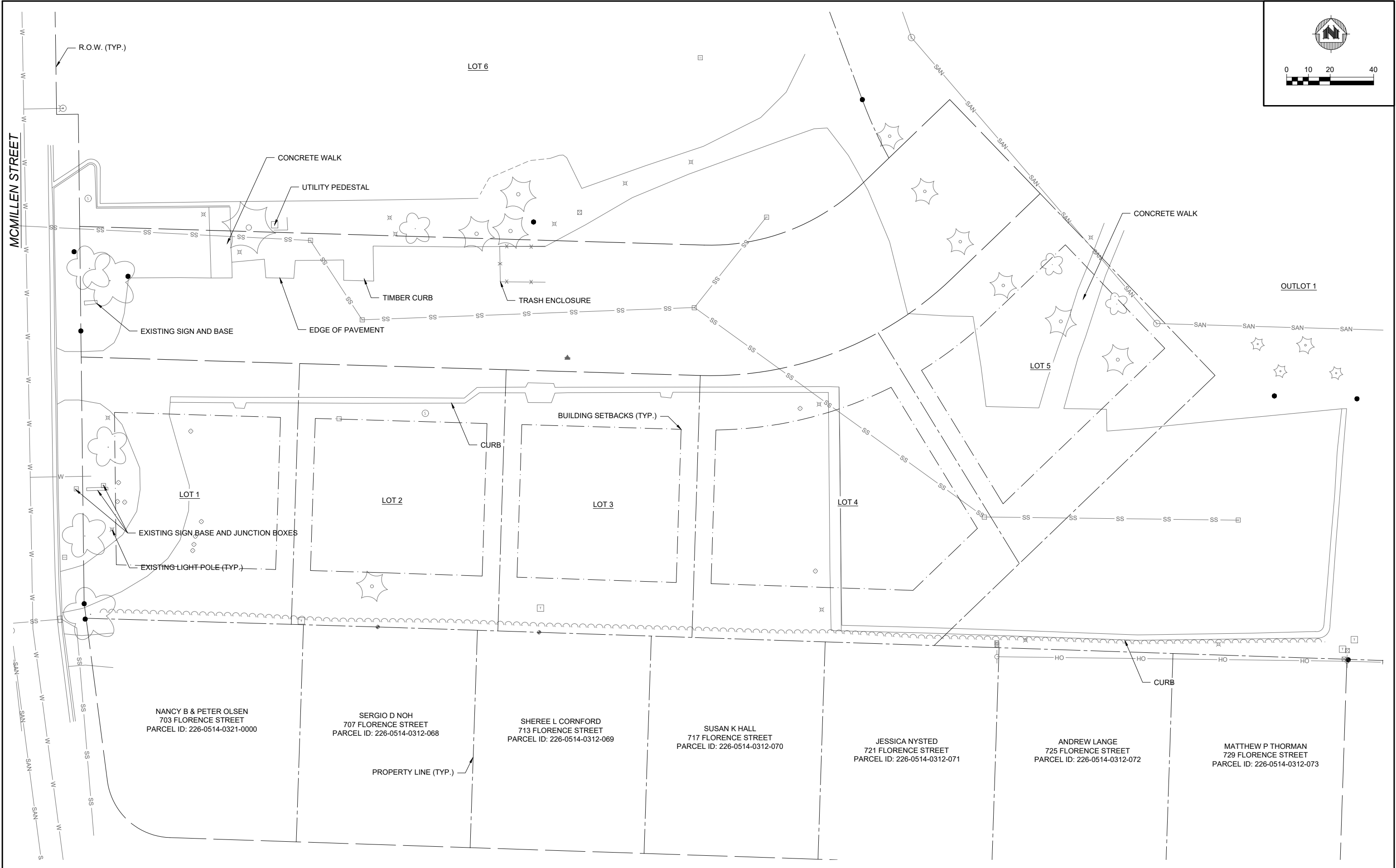
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TYPICAL SECTIONS

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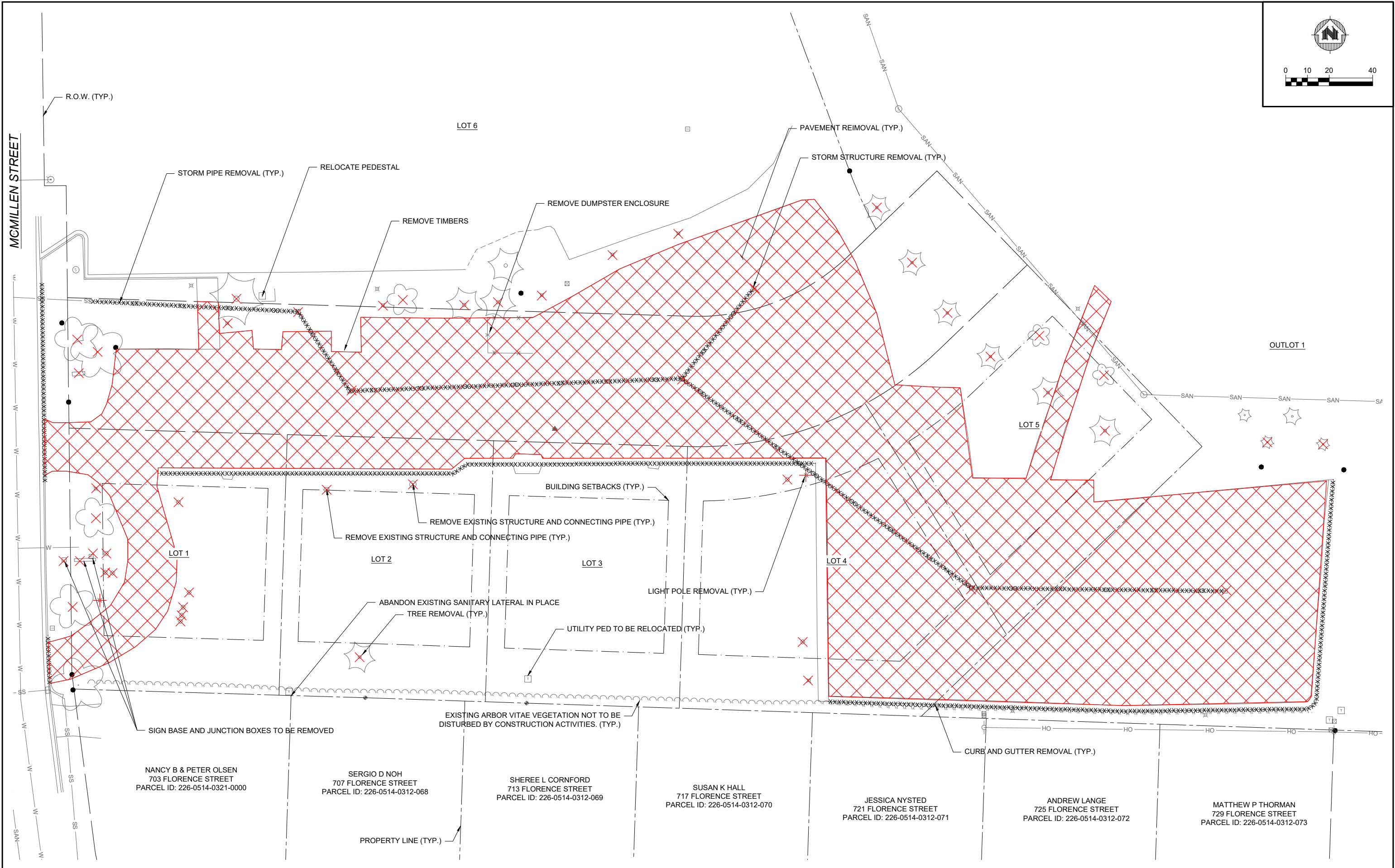


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EXISTING CONDITIONS OVERVIEW

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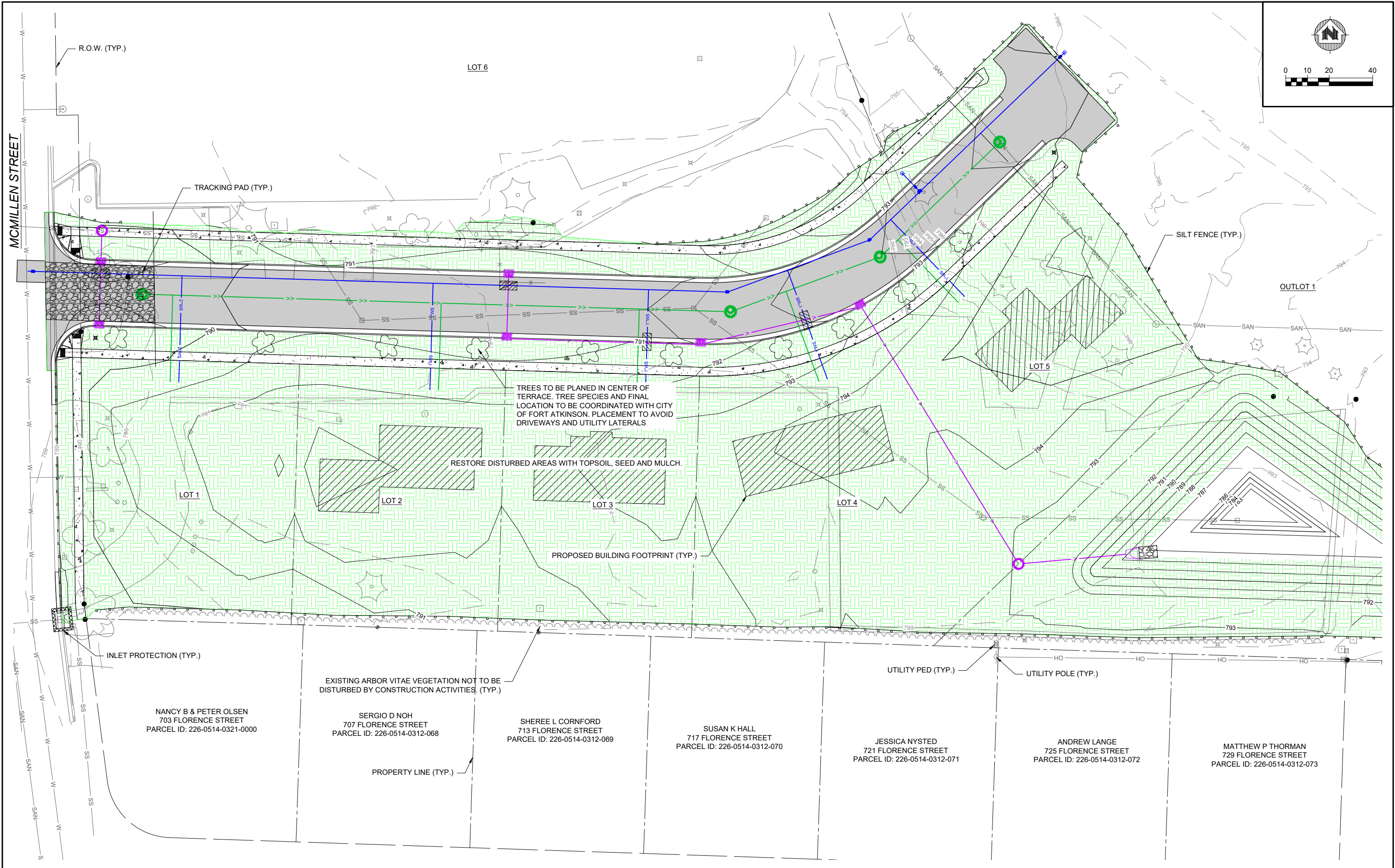
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**DEMOLITION PLAN**

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**G12**



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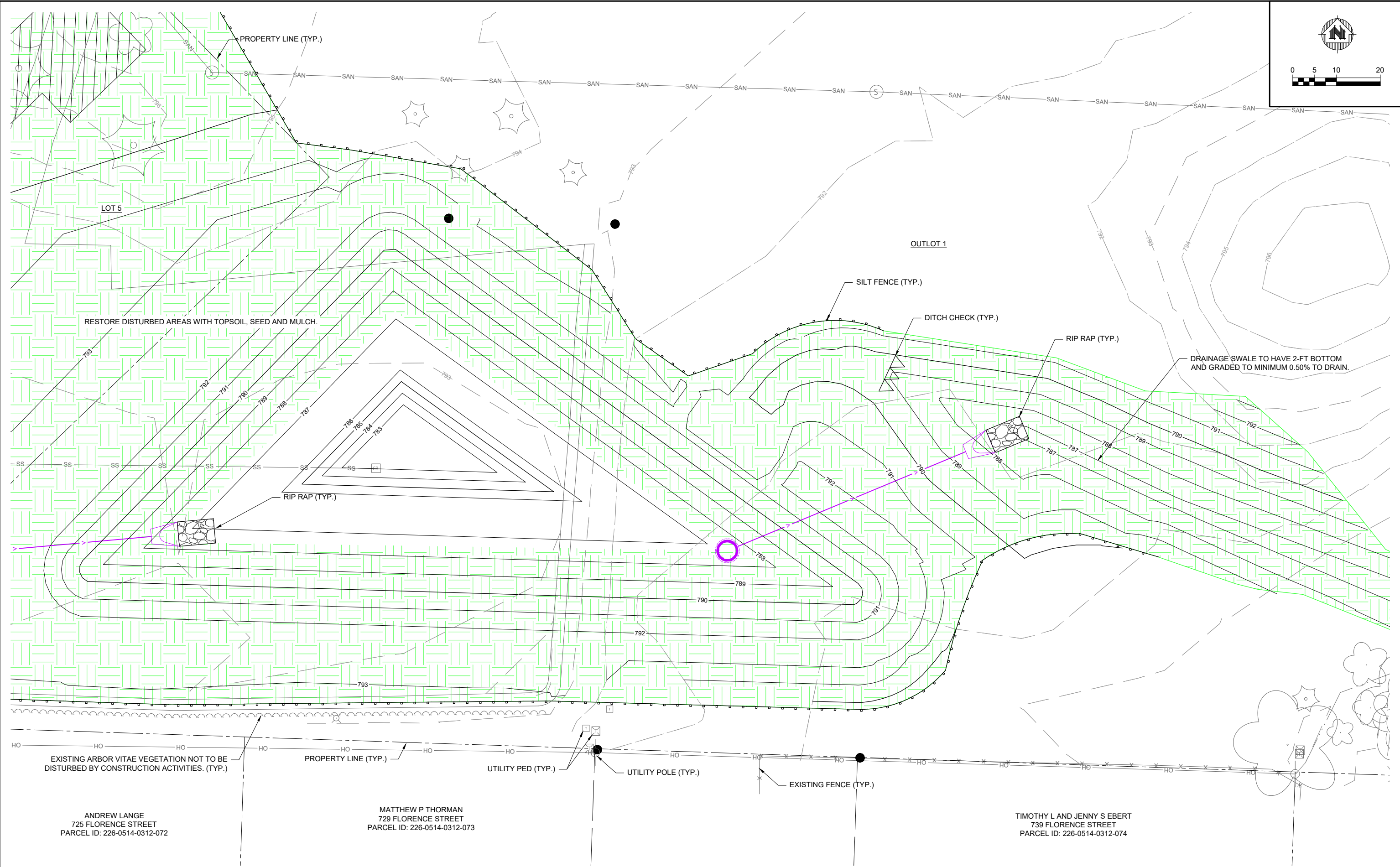
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EROSION CONTROL & RESTORATION - LOT GRADING

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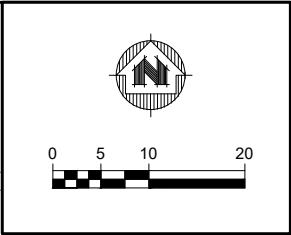
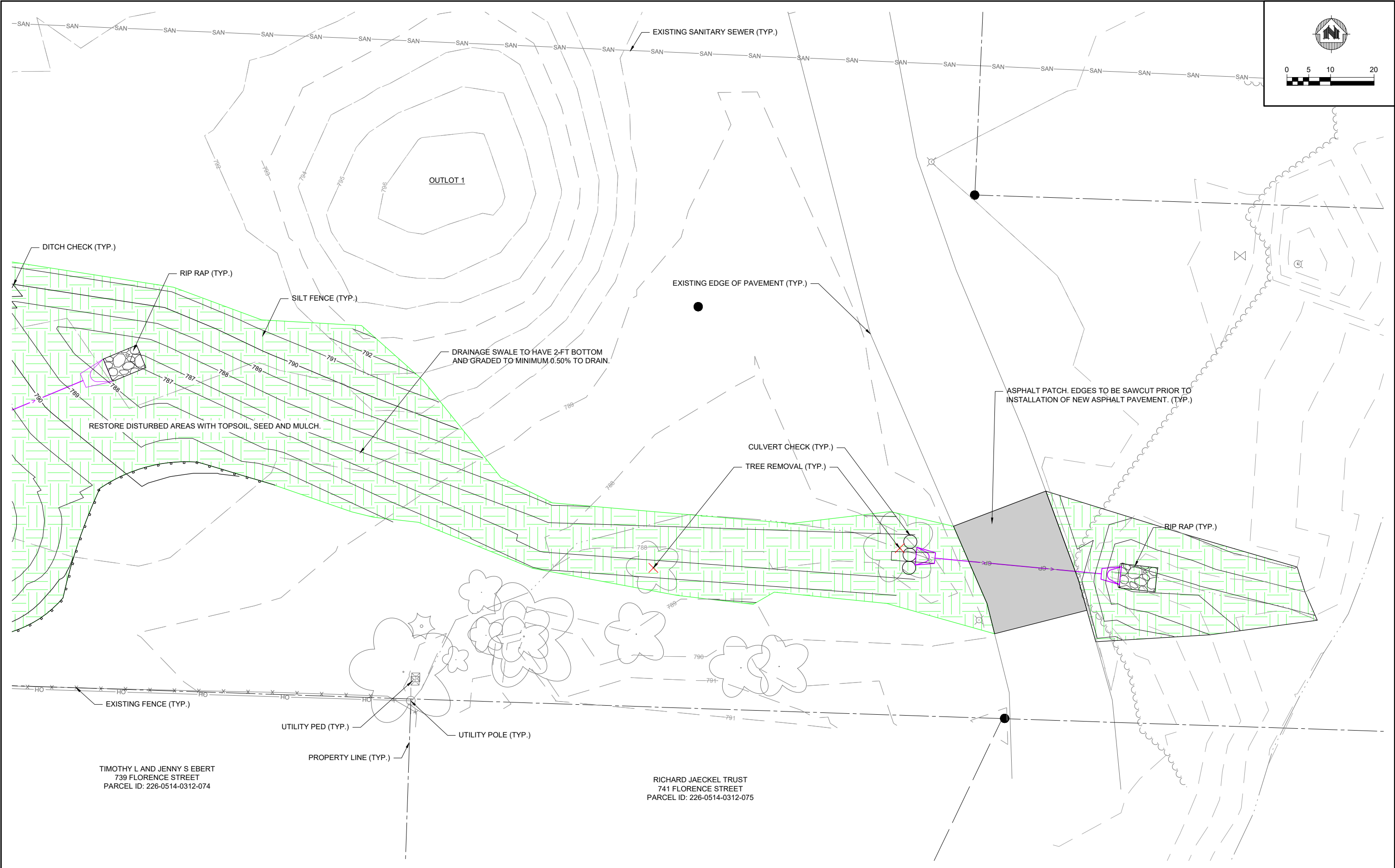


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EROSION CONTROL & RESTORATION - WET DETENTION  
POND GRADING

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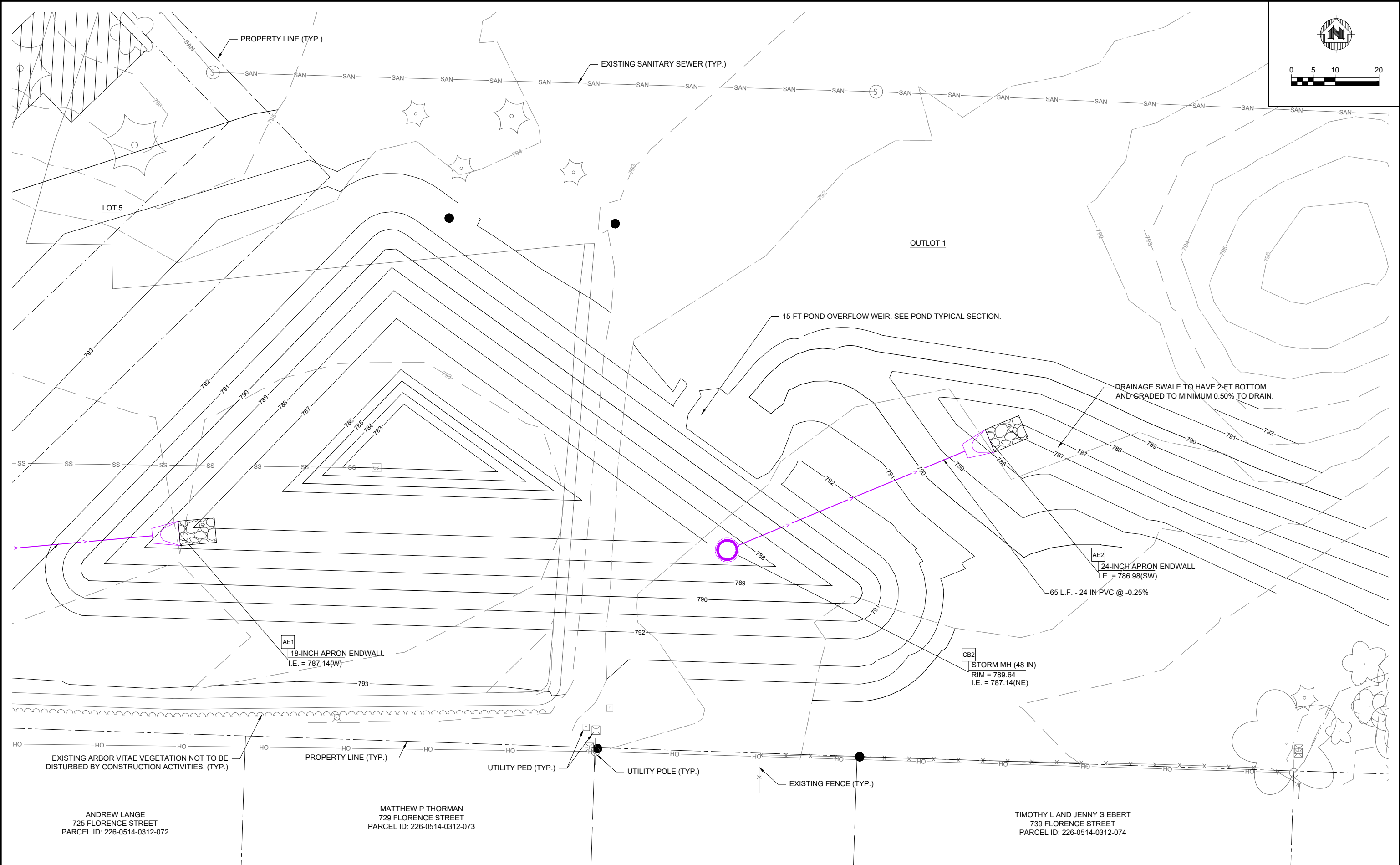
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**EC3**








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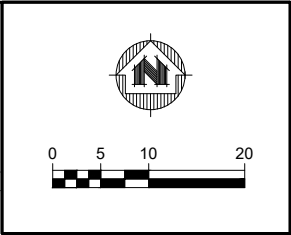
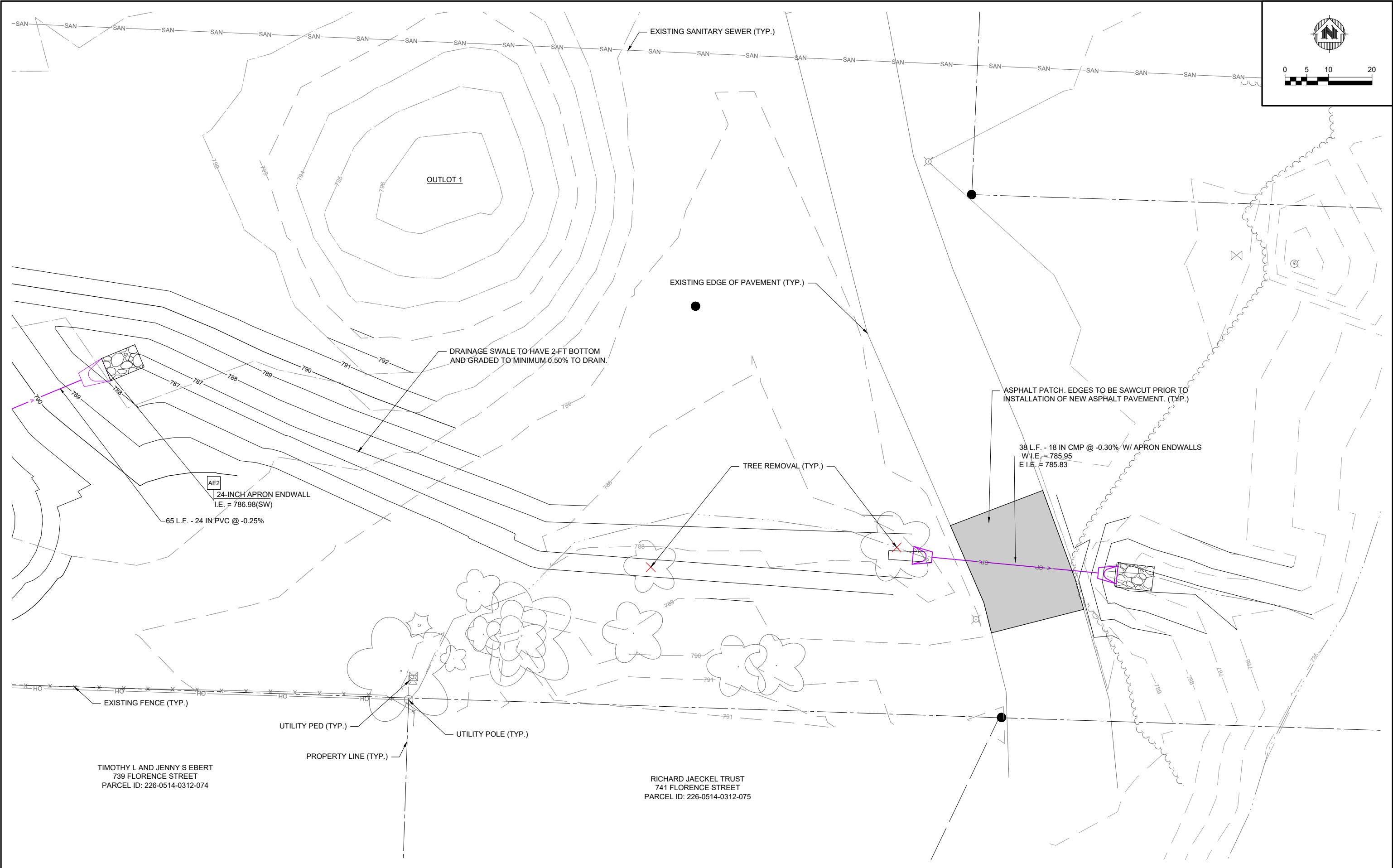
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SITE PLAN - WET DETENTION POND GRADING & STORM  
SEWER


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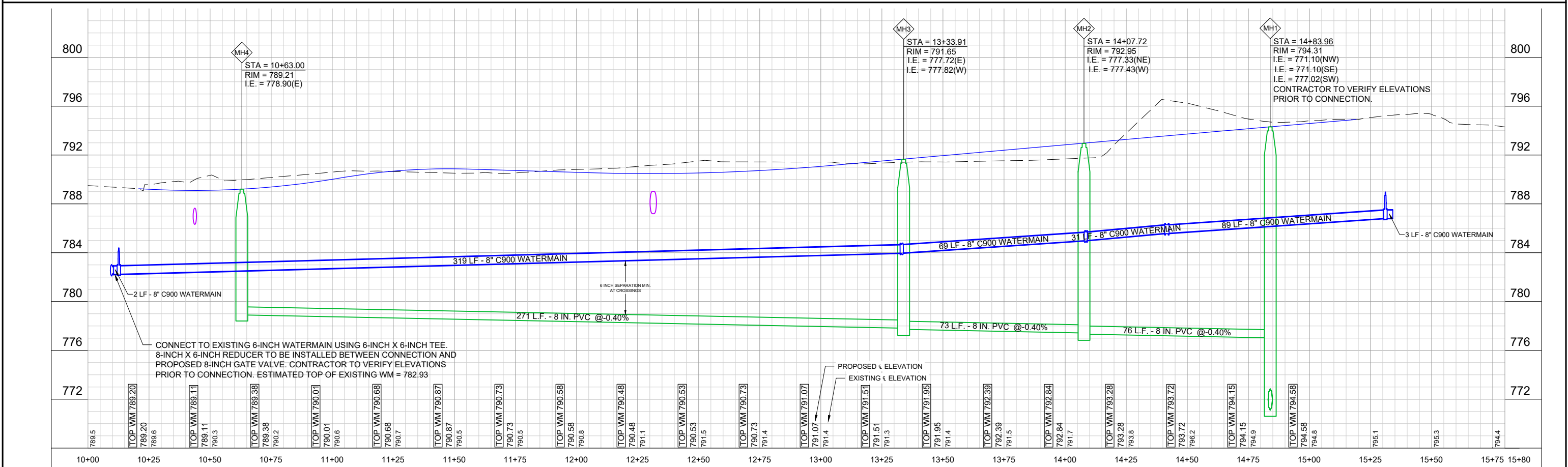
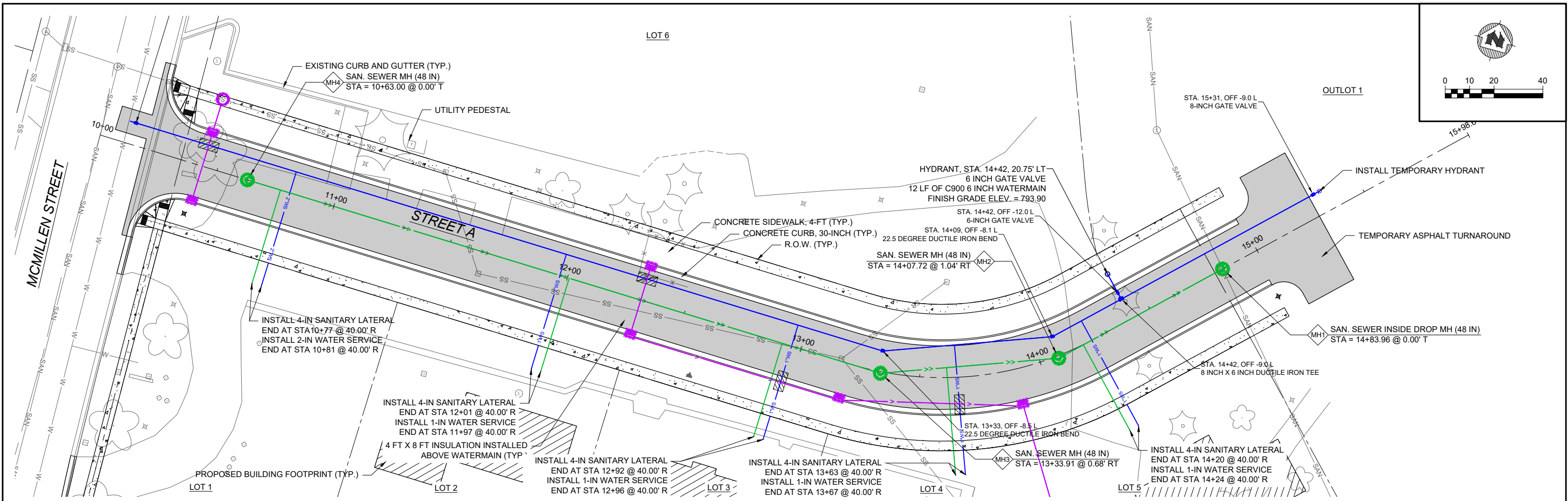
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FORT HEALTHCARE PHASE 1 EXPANSION  
FORT HEALTHCARE  
CITY OF FORT ATKINSON

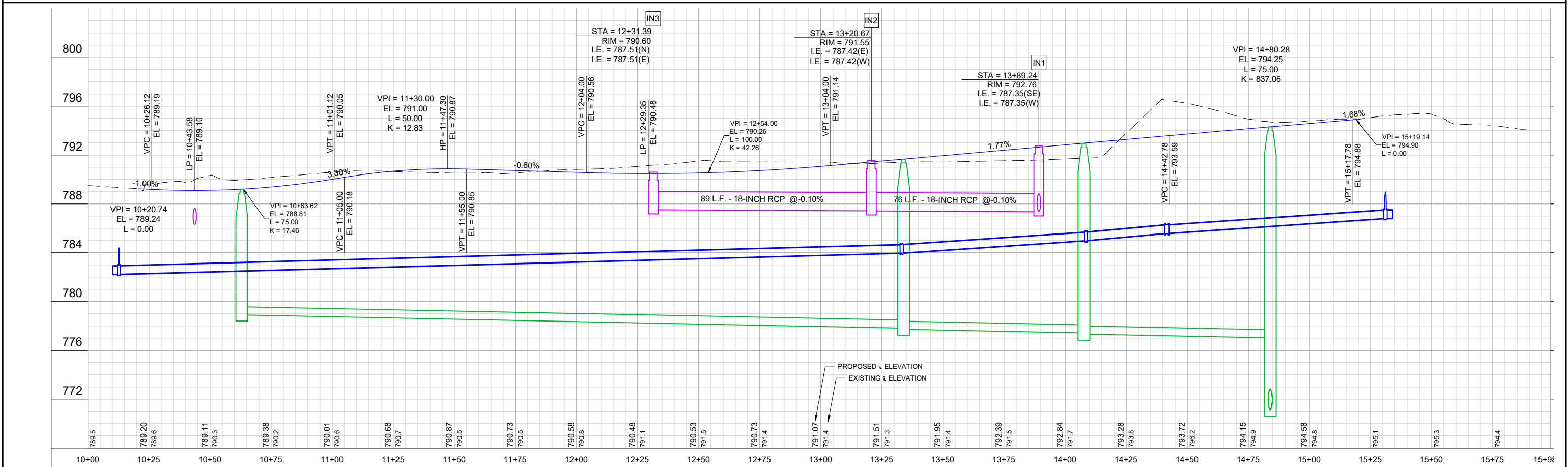
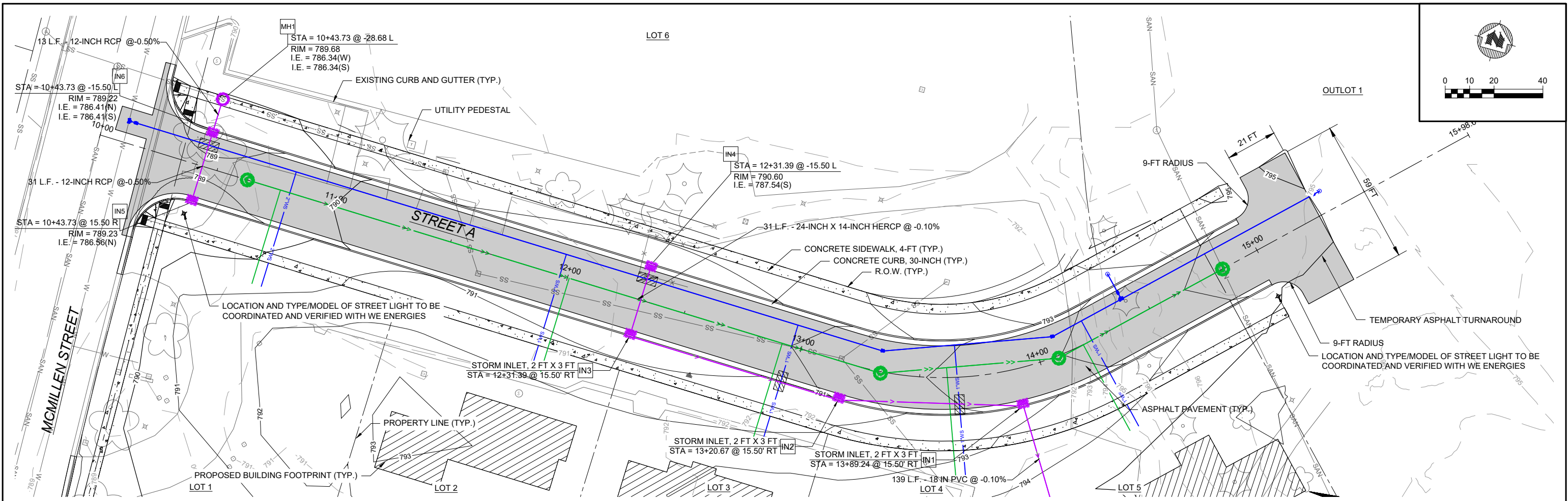
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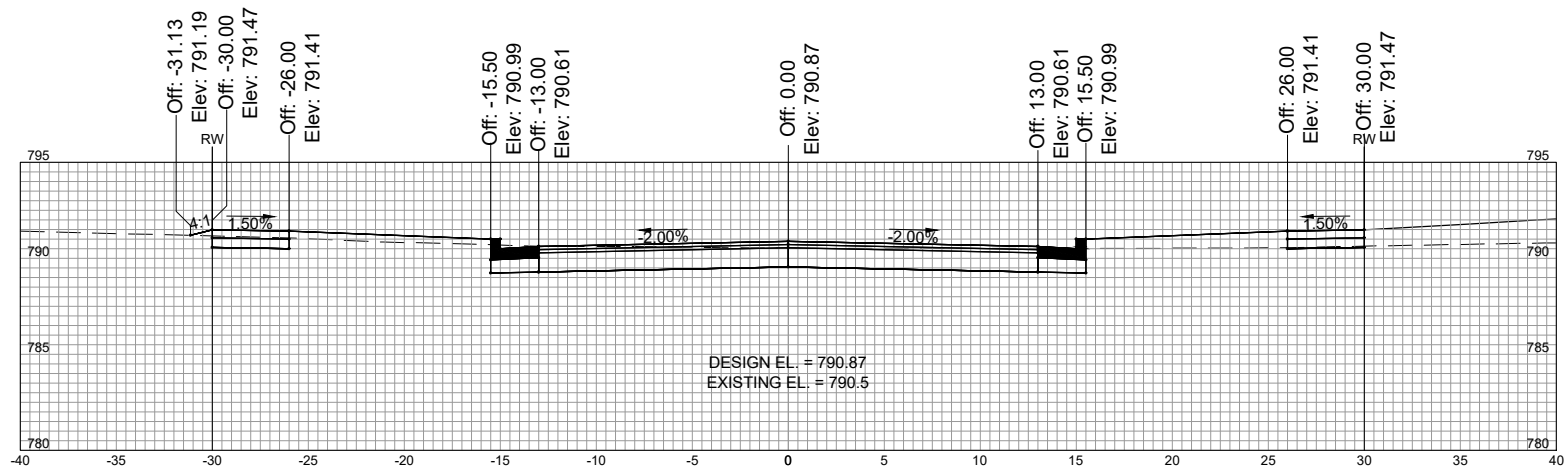
PROJECT NO:  
17839002

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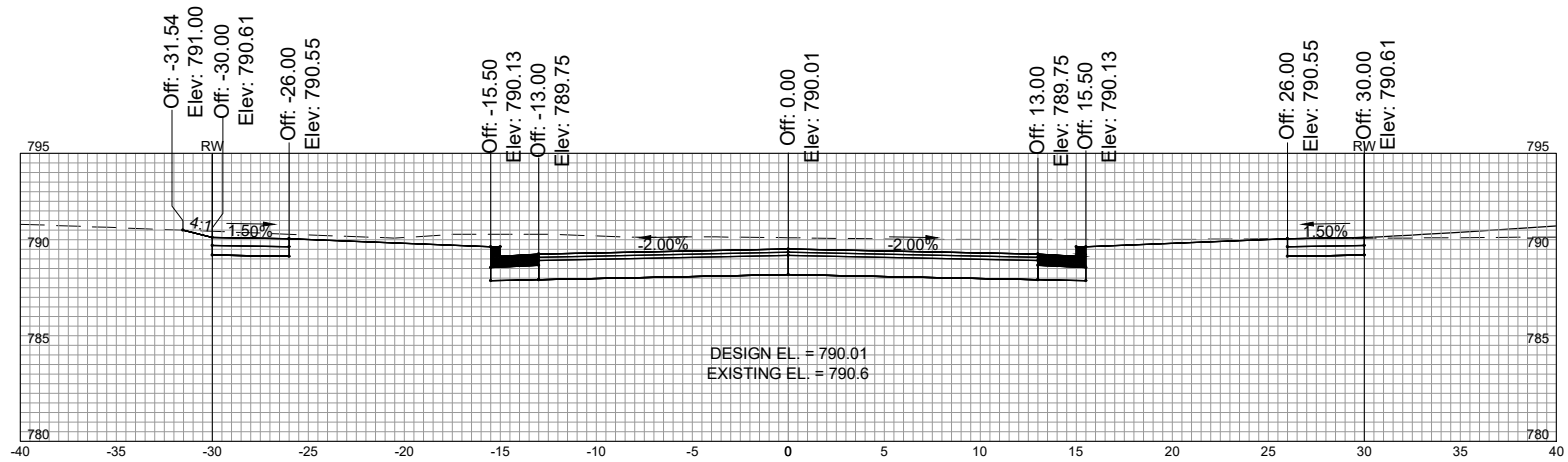




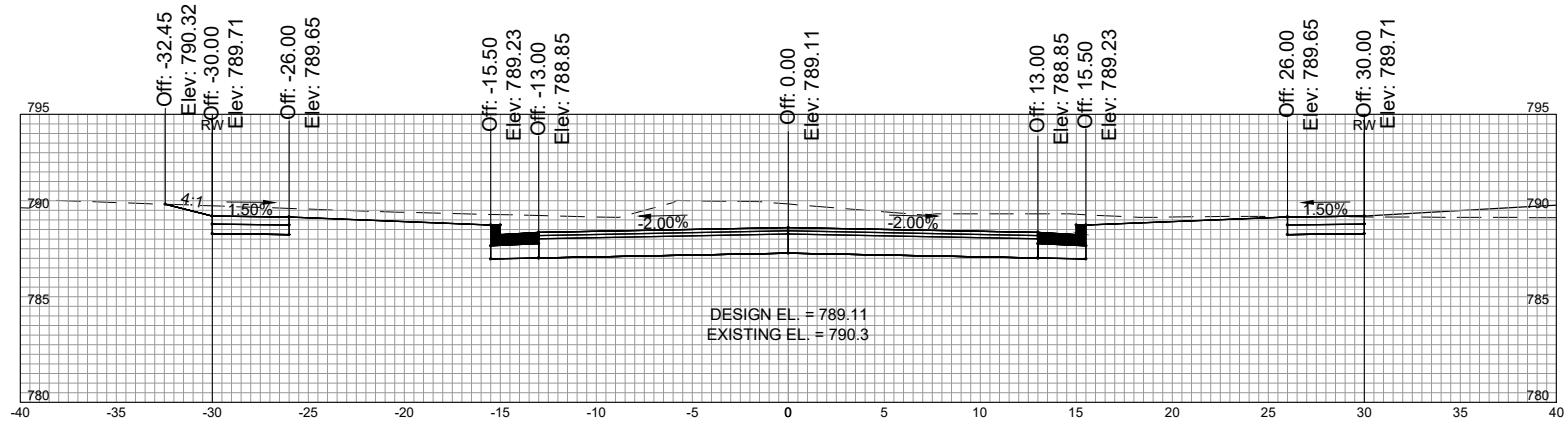




STA. = 11+50



STA. = 11+00



STA. = 10+50

PROJECT DATE:	DRAWN BY:	NO.	DATE	REVISION	BY
	MJW	1	5/12/2023	PRELIMINARY	MJW
	MJW	2	6/9/2023	FINAL	MJW
	KCL	-	-	-	-

PLOT DATE: 6/9/2023 10:57 AM, G:\17\17839\17839002\CADD\Construction Documents\17839002 Cross Sections.dwg



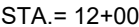
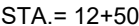
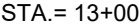
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FORT HEALTHCARE PHASE 1 EXPANSION  
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CITY OF FORT ATKINSON

CROSS SECTIONS

PROJECT NO.  
17839002  
SHEET  
CS1





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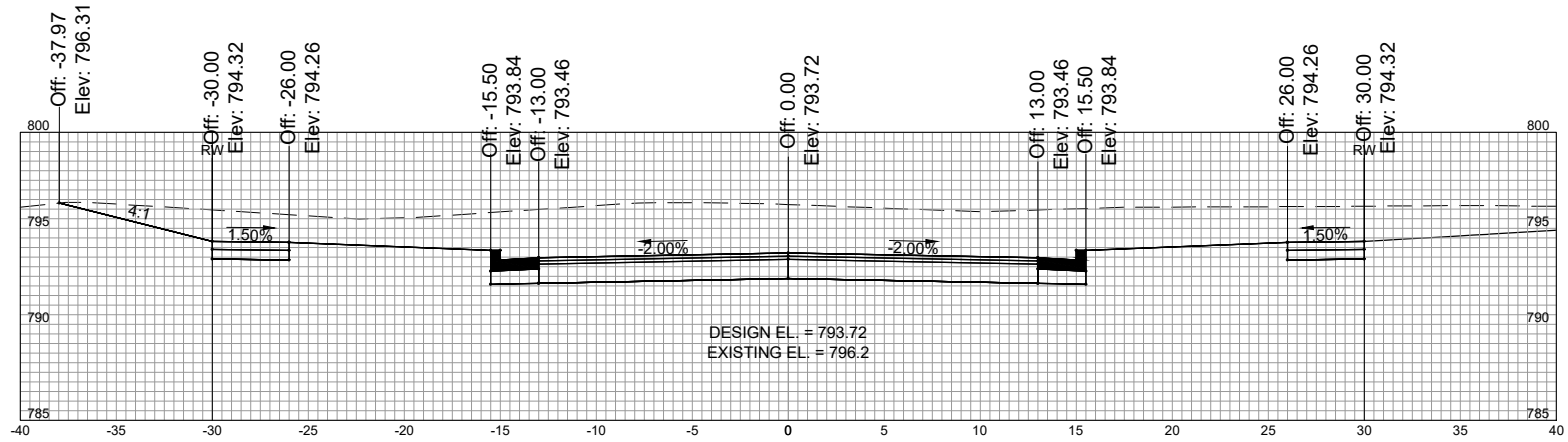
FORT HEALTHCARE PHASE 1 EXPANSION  
FORT HEALTHCARE  
CITY OF FORT ATKINSON

## CROSS SECTIONS

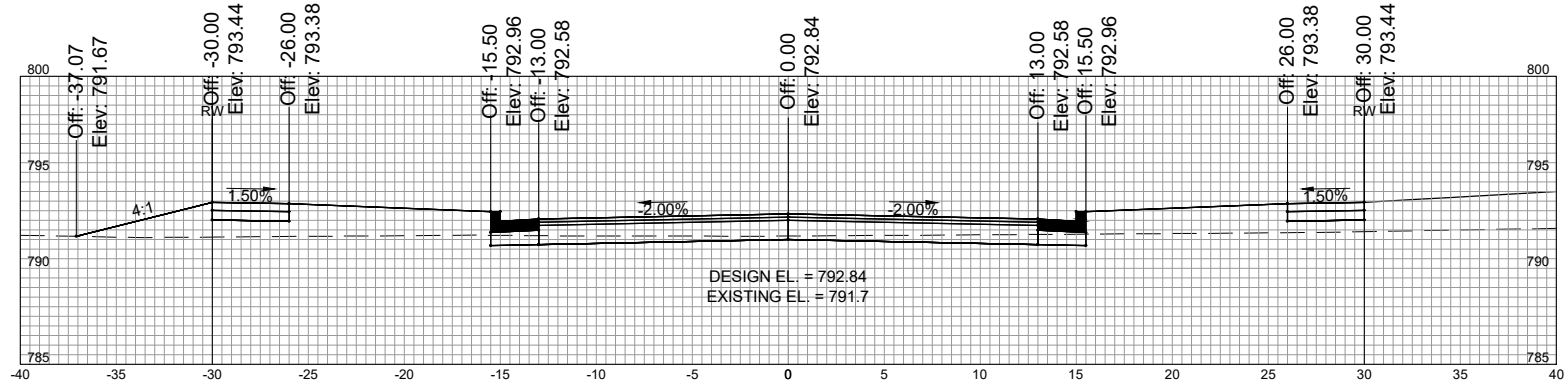
PROJECT NO.  
17839002

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CS2



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STA. = 13+50

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	MJW	2	6/9/2023	FINAL	MJW
	KCL	-	-	-	-

PLOT DATE: 6/9/2023 10:57 AM, G:\17\17839\17839002\CADD\Construction Documents\17839002 Cross Sections.dwg



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FORT HEALTHCARE PHASE 1 EXPANSION  
FORT HEALTHCARE  
CITY OF FORT ATKINSON

CROSS SECTIONS

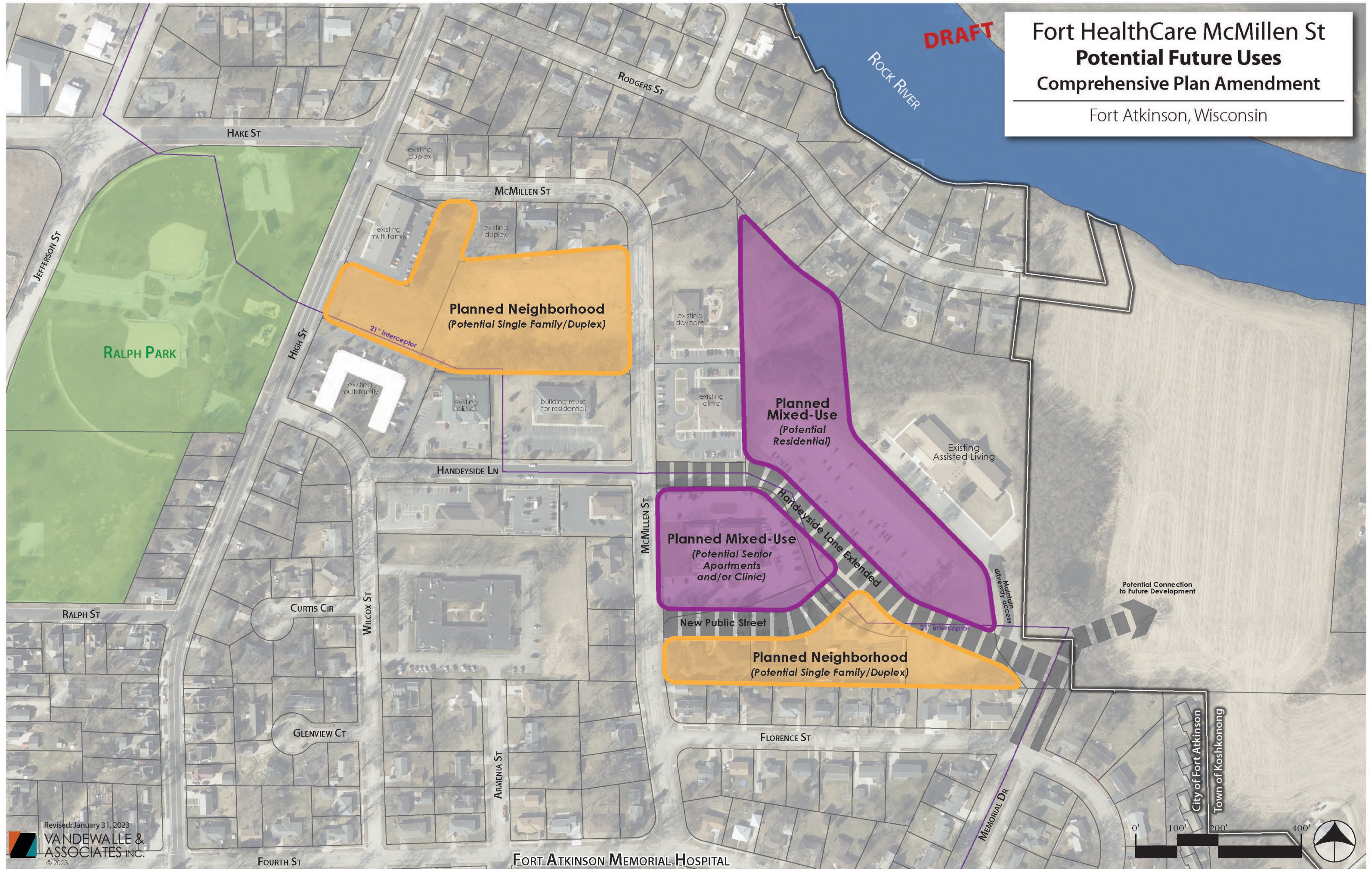
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**DRAFT**

# Fort HealthCare McMillen St Potential Future Uses Comprehensive Plan Amendment

Fort Atkinson, Wisconsin





# City of Fort Atkinson

## Tax Increment District No. 10 - Fort HealthCare Project

### Cash Flow Proforma Analysis

Assumptions	
Annual Inflation During Life of TID.....	0.00%
2022 Gross Tax Rate (per \$1000 Equalized Value).....	\$22.53
Annual Adjustment to tax rate.....	0.00%
Investment rate.....	0.00%
Data above dashed line are actual	

Example Developer Incentive
\$365,000
Developer Outlay
Beginning June 1, 2025

Background Data					Revenues			Expenditures					TID Status					
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)		(i)	(j)	(k)	(l)	(m)	(n)	(o)		
Year	TIF District Valuation	Inflation Increment	Construction Increment	TIF Increment Over Base	Tax Rate	Tax Revenue	Investment Proceeds	Total Revenues	Year	Net Revenues Available	Annual (Shortfall)/ Surplus	Balance Due to Developer	PAYGO Payment to Developer	Combined Expenditures	Annual Balance	Year End Cumulative Balance	Cost Recovery	Year
	(January 1)									70%					(December 31)			
	Base Value		(1)															
	\$0																	
2023	\$0	\$0	\$0	\$0	\$22.53	\$0	\$0	\$0	2023	\$0			\$0	\$0	\$0	\$0		2023
2024	\$0	\$0	\$639,150	\$639,150	\$22.53	\$0	\$0	\$0	2024	\$0	\$0	\$0	\$0	\$0	\$0	\$0		2024
2025	\$639,150	\$0		\$639,150	\$22.53	\$0	\$0	\$0	2025	\$0	(\$365,000)	(\$365,000)	\$0	\$0	\$0	\$0		2025
2026	\$639,150	\$0		\$639,150	\$22.53	\$14,400	\$0	\$14,400	2026	\$10,080	\$10,080	(\$354,920)	\$10,080	\$10,080	\$4,320	\$4,320		2026
2027	\$639,150	\$0		\$639,150	\$22.53	\$14,400	\$0	\$14,400	2027	\$10,080	\$10,080	(\$344,840)	\$10,080	\$10,080	\$4,320	\$8,640		2027
2028	\$639,150	\$0		\$639,150	\$22.53	\$14,400	\$0	\$14,400	2028	\$10,080	\$10,080	(\$334,760)	\$10,080	\$10,080	\$4,320	\$12,960		2028
2029	\$639,150	\$0		\$639,150	\$22.53	\$14,400	\$0	\$14,400	2029	\$10,080	\$10,080	(\$324,680)	\$10,080	\$10,080	\$4,320	\$17,280		2029
2030	\$639,150	\$0		\$639,150	\$22.53	\$14,400	\$0	\$14,400	2030	\$10,080	\$10,080	(\$314,600)	\$10,080	\$10,080	\$4,320	\$21,600		2030
2031	\$639,150	\$0		\$639,150	\$22.53	\$14,400	\$0	\$14,400	2031	\$10,080	\$10,080	(\$304,520)	\$10,080	\$10,080	\$4,320	\$25,920		2031
2032	\$639,150	\$0		\$639,150	\$22.53	\$14,400	\$0	\$14,400	2032	\$10,080	\$10,080	(\$294,440)	\$10,080	\$10,080	\$4,320	\$30,240		2032
2033	\$639,150	\$0		\$639,150	\$22.53	\$14,400	\$0	\$14,400	2033	\$10,080	\$10,080	(\$284,360)	\$10,080	\$10,080	\$4,320	\$34,560		2033
2034	\$639,150	\$0		\$639,150	\$22.53	\$14,400	\$0	\$14,400	2034	\$10,080	\$10,080	(\$274,280)	\$10,080	\$10,080	\$4,320	\$38,880		2034
2035	\$639,150	\$0		\$639,150	\$22.53	\$14,400	\$0	\$14,400	2035	\$10,080	\$10,080	(\$264,200)	\$10,080	\$10,080	\$4,320	\$43,200		2035
2036	\$639,150	\$0		\$639,150	\$22.53	\$14,400	\$0	\$14,400	2036	\$10,080	\$10,080	(\$254,120)	\$10,080	\$10,080	\$4,320	\$47,520		2036
2037	\$639,150	\$0		\$639,150	\$22.53	\$14,400	\$0	\$14,400	2037	\$10,080	\$10,080	(\$244,040)	\$10,080	\$10,080	\$4,320	\$51,840		2037
2038	\$639,150	\$0		\$639,150	\$22.53	\$14,400	\$0	\$14,400	2038	\$10,080	\$10,080	(\$233,960)	\$10,080	\$10,080	\$4,320	\$56,160		2038
2039	\$639,150	\$0		\$639,150	\$22.53	\$14,400	\$0	\$14,400	2039	\$10,080	\$10,080	(\$223,880)	\$10,080	\$10,080	\$4,320	\$60,480		2039
2040	\$639,150	\$0		\$639,150	\$22.53	\$14,400	\$0	\$14,400	2040	\$10,080	\$10,080	(\$213,800)	\$10,080	\$10,080	\$4,320	\$64,800		2040
2041	\$639,150	\$0		\$639,150	\$22.53	\$14,400	\$0	\$14,400	2041	\$10,080	\$10,080	(\$203,720)	\$10,080	\$10,080	\$4,320	\$69,120		2041
2042	\$639,150	\$0		\$639,150	\$22.53	\$14,400	\$0	\$14,400	2042	\$10,080	\$10,080	(\$193,640)	\$10,080	\$10,080	\$4,320	\$73,440		2042
2043	\$639,150	\$0		\$639,150	\$22.53	\$14,400	\$0	\$14,400	2043	\$10,080	\$10,080	(\$183,560)	\$10,080	\$10,080	\$4,320	\$77,760		2043
2044	\$639,150	\$0		\$639,150	\$22.53	\$14,400	\$0	\$14,400	2044	\$10,080	\$10,080	(\$173,480)	\$10,080	\$10,080	\$4,320	\$82,080		2044
2045	\$639,150	\$0		\$639,150	\$22.53	\$14,400	\$0	\$14,400	2045	\$10,080	\$10,080	(\$163,400)	\$10,080	\$10,080	\$4,320	\$86,400		2045
2046	\$639,150	\$0		\$639,150	\$22.53	\$14,400	\$0	\$14,400	2046	\$10,080	\$10,080	(\$153,320)	\$10,080	\$10,080	\$4,320	\$90,720		2046
2047	\$639,150	\$0		\$639,150	\$22.53	\$14,400	\$0	\$14,400	2047	\$10,080	\$10,080	(\$143,240)	\$10,080	\$10,080	\$4,320	\$95,040		2047
2048	\$639,150	\$0		\$639,150	\$22.53	\$14,400	\$0	\$14,400	2048	\$10,080	\$10,080	(\$133,160)	\$10,080	\$10,080	\$4,320	\$99,360		2048
2049	\$639,150	\$0		\$639,150	\$22.53	\$14,400	\$0	\$14,400	2049	\$10,080	\$10,080	(\$123,080)	\$10,080	\$10,080	\$4,320	\$103,680		2049
2050	\$639,150	\$0		\$639,150	\$22.53	\$14,400	\$0	\$14,400	2050	\$10,080	\$10,080	(\$113,000)	\$10,080	\$10,080	\$4,320	\$108,000		2050
2051					\$22.53	\$14,400	\$0	\$14,400	2051	\$10,080	\$113,000	\$0	\$113,000	\$113,000	(\$98,600)	\$9,400	Expenditures Recovered	2051
		\$0	\$639,150			\$374,400	\$0	\$374,400		\$262,080	\$0		\$365,000	\$365,000				

Type of TID: Blight  
 2023 TID Inception (10/18/2022)  
 2045 Final Year to Incur TIF Related Costs  
 2050 Maximum Legal Life of TID (20 Years)  
 2051 Final Tax Collection Year

(1) Increment per City Estimates.

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## MEMORANDUM

**DATE:** July 6, 2023

**TO:** Fort Atkinson City Council

**FROM:** Jedidiah Draeger, Building Inspector/Zoning Administrator

**RE:** Review and possible action relating to a Certified Survey Map for the property located at 1712 and 1714 Montclair Place

---

### BACKGROUND

Property owner Aeryn Barry has requested a two-lot Certified Survey Map for the parcel located at 1712 Montclair Pl.

The property owner would like to separate the existing DR-8 Duplex Residential lot into two separate lots allowing the construction of a twin house using the zero-lot line zoning mechanism.

### RECOMMENDATION

At the meeting on June 27, 2023, the Plan Commission reviewed this matter and recommended that the City Council approve the Preliminary Survey Map with the following conditions:

- A joint maintenance agreement for the roof and shared wall of the house, to be recorded on each parcel.
- Add the missing information required in Article VI, Section 70.60.03 – CSM Requirements, of the City of Fort Atkinson Land Division Ordinance.
- Any other recommendations of City staff and the Plan Commission.

Staff recommends that the City Council approve the Preliminary Survey Map subject to the conditions outlined above.

### ATTACHMENTS

PC Staff Report Packet; Preliminary Survey Map



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

## **CERTIFIED SURVEY MAP REPORT TO THE PLAN COMMISSION**

**DATE:** June 27, 2023

**PROPERTY ADDRESS:** 1712 Montclair Pl

**PARCEL NUMBER:** 226-0614-3234-025

**OWNER:** Aeryn Barry

**FILE NUMBER:** CSM-2023-07

**EXISTING ZONING:** DR-8, Duplex Residential

**PROPOSED ZONING:** N/A

**EXISTING LAND USE:** Residential

**REQUESTED USES:** N/A

---

### **REQUEST OVERVIEW:**

Property owner Aeryn Barry has requested a two-lot Certified Survey Map for the parcel located at 1712 Montclair Pl.

The property owner would like to separate the existing DR-8 Duplex Residential lot into two separate lots allowing the construction of a twin house using the zero-lot line zoning mechanism.

---

### **PUBLIC NOTICE:**

Public Notice is not required.

---

### **COMPREHENSIVE LAND USE PLAN (2019):**

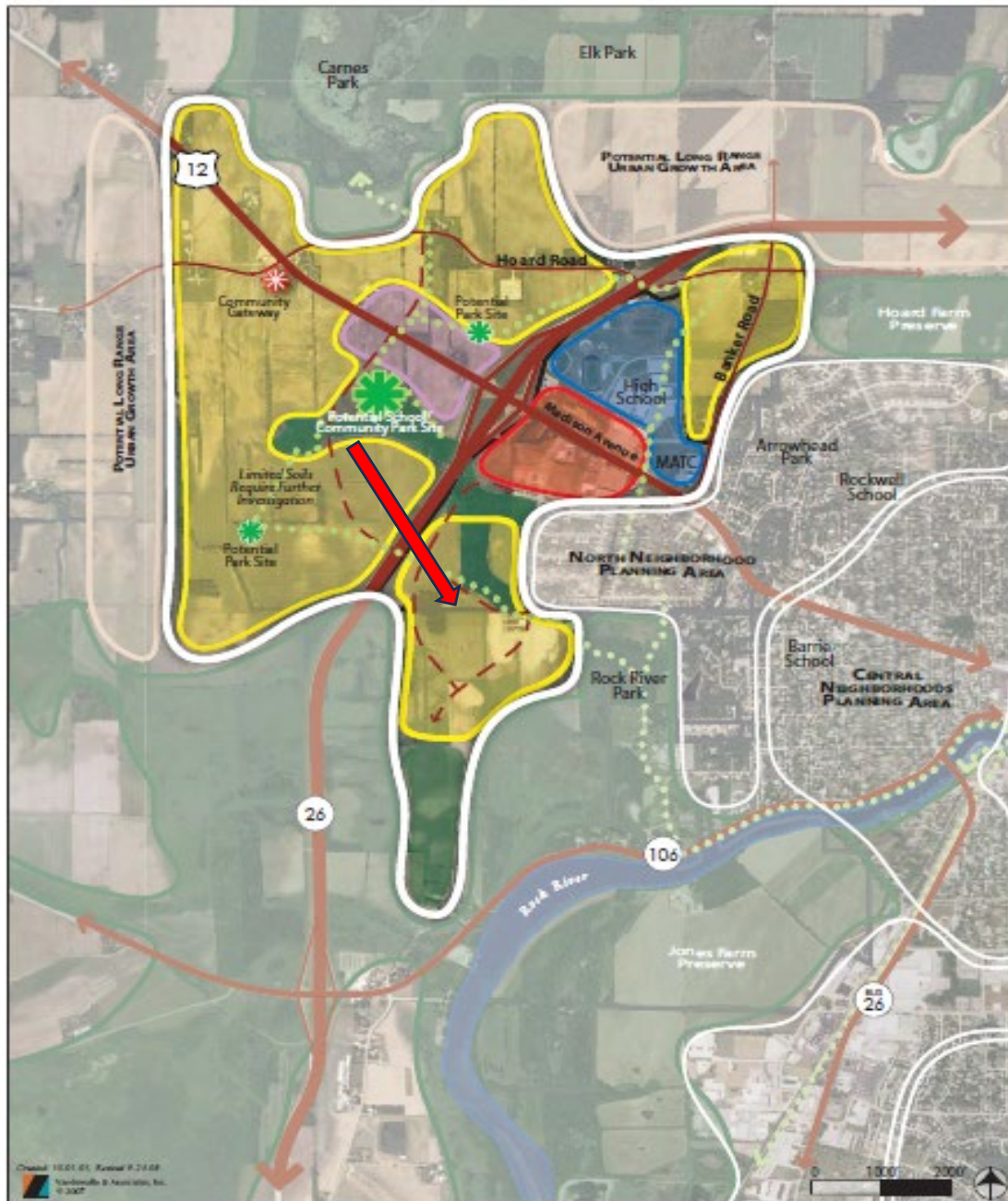
The current parcel is in the Northwest Quadrant Planning Area. The current and proposed properties are and will remain in concert with the City of Fort Atkinson Comprehensive Plan which shows this area as a residential neighborhood.

---

# NORTHWEST QUADRANT PLANNING AREA

FIGURE: 2.12

CITY OF FORT ATKINSON  
FUTURES OPEN HOUSE



---

**DISCUSSION:**

The current zoning of DR-8 Duplex Residential allows the proposed changes to parcel #226-0614-3234-025. This would in turn allow for a zero-lot line twin house to be constructed. A Twin House is a permitted right in the DR-8 Zoning District. There is currently a duplex being built on the parcel using the existing plat. The division of the lot will allow for the owner of each side of the twin home to own and maintain their half of the existing lot, also Section 15.03.06 (6) states that each twin house must provide a separate public water lateral, sanitary sewer lateral, and electric service to each of the two dwelling units, these requirements were planned by the applicant prior to the start of construction, in anticipation of this application.

Lastly the preliminary Certified Survey Map that was submitted is missing a few requirements listed in Section 70.06.03 of the City of Fort Atkinson Land Division Ordinance.

- CSM must include the owner's email and phone number.
- An inset map showing the location of the parcel relative to the City of Fort Atkinson
- CSM must label adjacent lands west and south of the proposed lots as Unplotted Land
- CSM must show all existing setback lines and reference to the current zoning document made
- CSM should include location of water and sewer service

These items are minor and easily added.

---

**RECOMMENDATION:**

Staff recommends that the Plan Commission recommend the City Council approve this preliminary Certified Survey Map. Contingent on the inclusion of the following:

- A joint maintenance agreement for the roof and shared wall of the house, to be recorded on each parcel
- Addition of the missing information required in Article VI, Section 70.06.03 – CSM Requirements, of the City of Fort Atkinson Land Division Ordinance.

---

**ATTACHMENTS:**

Preliminary CSM

Application

Barry Overlay





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

## City of Fort Atkinson Certified Survey Map Application

This form is designed to be used by the Applicant as a guide to submitting a complete application for review of a Certified Survey Map by the City to process the application.

APPLICANT Name, company, and client (if applicable): Aeryn Barry

Phone number: 608-480-3625 Email: aerynbarry@yahoo.com

OWNER Name, company, and client (if applicable): Aeryn Barry  
Samantha Tiry

Phone number: 608-480-3625 Email: aerynbarry@yahoo.com

Postal address for proposed CSM: 1712-1714 Montclair Pl. Fort Atkinson, WI 5353

Parcel Identification Numbers Involved: 226-0614-3234-025

Brief description of proposed division or combination and purpose: Parcel #226-0614-3234-025  
to be divided as shown on attached CSM for sale of 2 condos

### I Application Packet Requirements

The Applicant shall submit one electronic copy of the application.

- ☒ A map of the subject property to scale depicting:
  - ☒ All lands and boundaries for the parcel(s)
  - ☒ Current zoning of the subject property and its environs, and the jurisdiction(s) which maintains that control.
  - ☒ All lot dimensions of the subject property.
  - ☒ A graphic scale and a north arrow.
- ☒ Legal Description
- ☒ All easements, setbacks or land restrictions on the parcel(s)



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

## II Process Checklist

- |  |                             |
|--|-----------------------------|
| <input type="checkbox"/> Application fee of \$100 plus \$10 per additional lot received by City Treasurer<br>(Maximum \$500) | Date: SW____<br>Date: _____ |
| <input type="checkbox"/> Receipt of complete application packet by Zoning Administrator                                      | Date: _____                 |
| <input type="checkbox"/> City Staff Review   | Date: _____                 |
| <input type="checkbox"/> Plan Commission Public Hearing, review and recommendation   | Date: _____                 |
| <input type="checkbox"/> City Council review and action  |                             |

Dated this 27<sup>th</sup> day of April, 20 23

Respectfully submitted,

  
(Signature of Applicant)



**BIRRENKOTT  
SURVEYING**

**CERTIFIED SURVEY  
MAP**

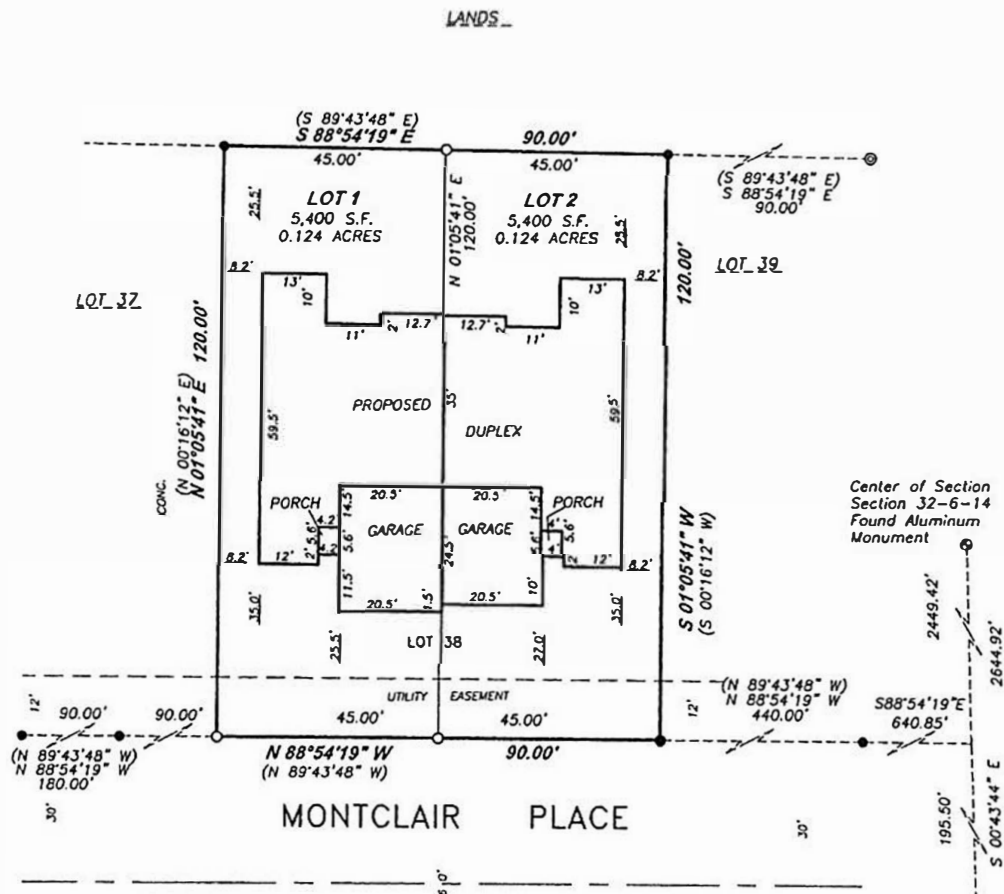
P.O. Box 237

1677 N. Bristol Street  
Sun Prairie, WI. 53590

Phone (608) 837-7463

Fax (608) 837-1081

Lot 38, Crescent Beauty Farms,  
Located in the Southeast 1/4 of  
the Southwest 1/4 of Section 32,  
T6N, R14E, City of Fort Atkinson,  
Jefferson County, Wisconsin.



**Legend:**

- = Section Corner
- = Found 3/4" Iron Pipe
- ⊙ = Found 1 1/4" Iron Bar
- = 3/4"x24" Iron Bar set  
wt. = 1.50#/in.ft.

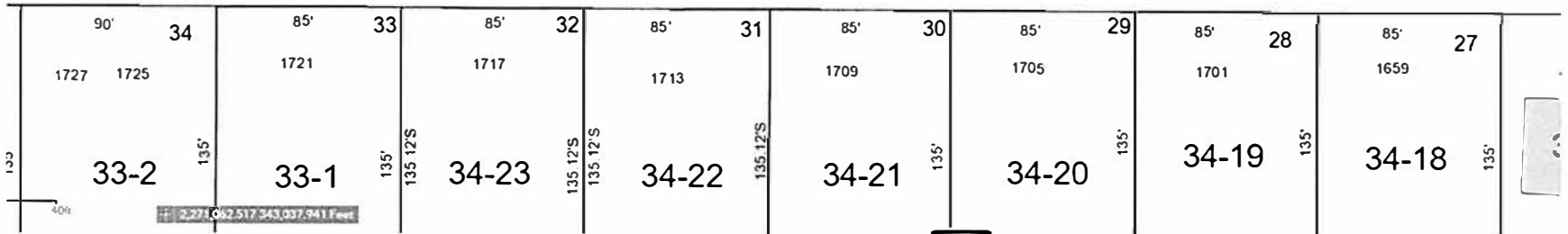
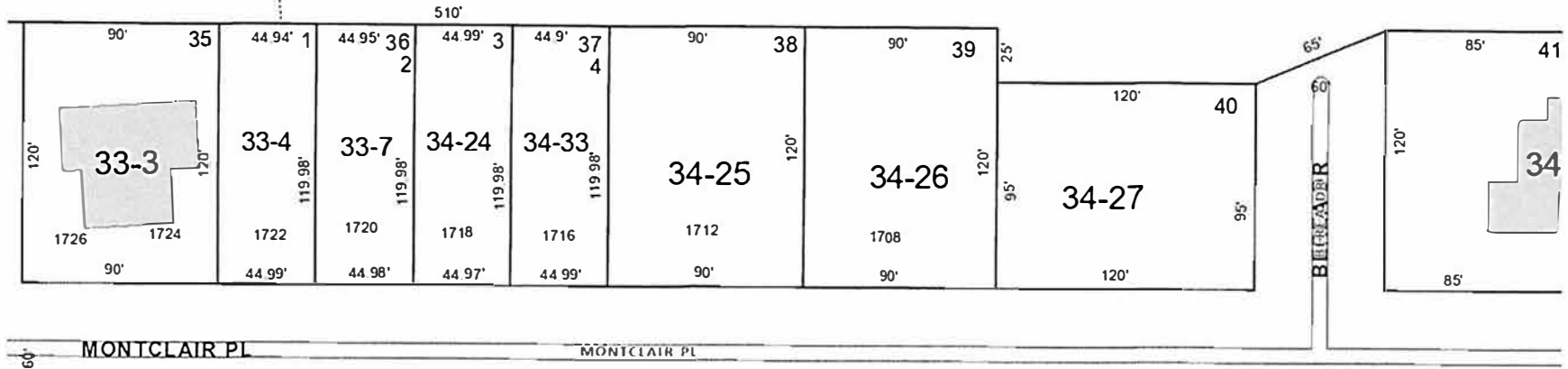
Bearings referenced to the  
East line of the Southwest 1/4  
of Section 32, bearing  
S00°43'44"E

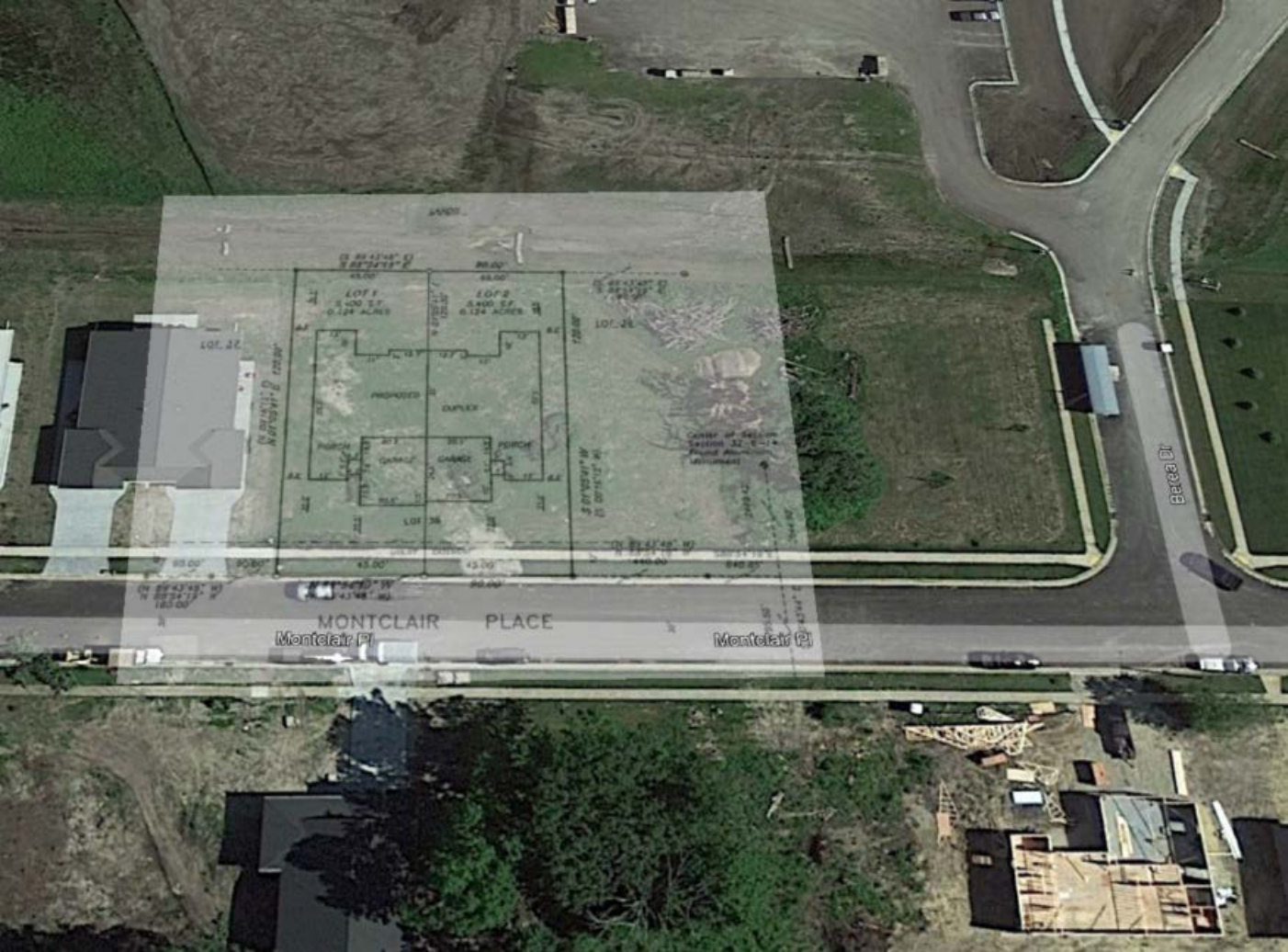
CERTIFIED SURVEY MAP NO. \_\_\_\_\_  
VOLUME \_\_\_\_\_ PAGE \_\_\_\_\_  
DOCUMENT NO. \_\_\_\_\_

0 30 60  
SCALE 1" = 30'

Sheet 1 of 3  
Office Map No. 230385

535





(N 89°43'48" E)  
8,872.71' 80

45.00'

LOT 1  
5,400 S.F.  
0.124 ACRES

LOT 2  
5,400 S.F.  
0.124 ACRES

(N 89°43'48" E)  
8,872.71' 80

28.70'

(N 89°43'48" E)  
8,872.71' 80

PROPOSED DUPLEX

201

202

GARAGE

GARAGE

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## MEMORANDUM

**DATE:** July 6, 2023

**TO:** Fort Atkinson City Council

**FROM:** Jedidiah Draeger, Building Inspector/Zoning Administrator

**RE:** Review and possible action relating to a Certified Survey Map for the property located at 624 and 704 Sherman Ave East

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### BACKGROUND

The property owner would like to break off a portion of 624 Sherman Ave E and join it with the adjoining property at 704 Sherman Ave E. The lot at 624 Sherman is legal nonconforming with respect to lot width. Approval of this CSM would increase the width of the 624 Sherman Ave E lot creating a legal conforming lot. The lot at 704 Sherman would increase in size, remain a legal lot, and would retain the shoreline access from both current lot configurations.

### RECOMMENDATION

At the meeting on June 27, 2023, the Plan Commission reviewed this matter and recommended that the City Council approve the Preliminary Survey Map with the following conditions:

- Increase the width of the proposed lot at 624 Sherman Ave E. to the 100 ft. required for SR-2 Zoning.
- Add the missing information required in Article VI, Section 70.60.03 – CSM Requirements, of the City of Fort Atkinson Land Division Ordinance.
- Any other recommendations of City staff and the Plan Commission.

Staff recommends that the City Council approve the Preliminary Survey Map subject to the conditions outlined above.

### ATTACHMENTS

PC Staff Report Packet; Preliminary Survey Map



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

## **CERTIFIED SURVEY MAP REPORT TO THE PLAN COMMISSION**

**DATE:** June 27, 2023

**FILE NUMBER:** CSM-2023-06

**PROPERTY ADDRESS:** 624 Sherman Ave E.,  
704 Sherman Ave E.

**EXISTING ZONING:** SR-2, Single-family Residential

**PARCEL NUMBER:** 226-0514-0321-117  
226-0514-0312-076

**PROPOSED ZONING:** N/A

**OWNER:** Terry A Duch

**EXISTING LAND USE:** Residential

**APPLICANT:** Terry A Duch

**REQUESTED USES:** N/A

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### **REQUEST OVERVIEW:**

Property owner Terry A Duch has requested a two-lot Certified Survey Map for the parcels located at 624 Sherman Ave E. and 704 Sherman Ave E.

The property owner would like to break off a portion of 624 Sherman Ave E and join it with the adjoining property at 704 Sherman Ave E. The lot at 624 Sherman is legal nonconforming with respect to lot width. Approval of this CSM would increase the width of the 624 Sherman Ave E lot creating a legal conforming lot. The lot at 704 Sherman would increase in size, remain a legal lot, and would retain the shoreline access from both current lot configurations.

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### **PUBLIC NOTICE:**

Public Notice is not required.

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### **COMPREHENSIVE LAND USE PLAN (2019):**

Both parcels are in the Healthcare Center Planning Area. These properties are and will remain in concert with the City of Fort Atkinson Comprehensive Plan which show this area as a residential neighborhood.



# HEALTHCARE CENTER PLANNING AREA

FIGURE: 2.15

CITY OF FORT ATKINSON  
FUTURES OPEN HOUSE



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**DISCUSSION:**

The SR-2 zoning district has a required minimum lot width of 100 ft; a required lot depth of 120 ft, and a minimum lot area of 15,000 S.F. Currently the parcel located at 624 Sherman Ave E. has a width of 91.74 ft, a depth of 881.05 ft, and a total area of 80,827 S.F., which is legal nonconforming to the Zoning Ordinance. The Parcel at 704 Sherman Ave is currently a legal lot in the SR-2 Zoning with a width of 195.36 ft, a depth of 1072 ft, and a total area of 209,425 SF.

Mr. Duch and Staff spoke concerning the width of the proposed lot and the proximity of the accessory buildings to the East lot line. Mr. Duch agreed that the proposed North and South lot line should be moved East 8.26 ft. This would allow for both lots to be conforming.

The Preliminary CSM will show the parcel at 624 Sherman Ave E. would increase the width to 100 ft, but would have the lot depth reduced to 244.94 ft and the total area reduced to 24,494 SF. The lot after the proposed changes would become a legal conforming lot. The parcel located at 704 Sherman Ave E would have width reduced to 187.1 ft at the street, however the lot width would increase to 287.10 ft for the Southern portion of the lot. 704 Sherman Ave E would continue to have a depth of 1072.35 ft, however the total sq footage would increase to 268,147 SF. The required ratios of impervious surfaces to green space are also not adversely affected. The last thing to note is the Accessory buildings at 624 Sherman Ave E are currently encroaching the side setback requirements for the SR-2 Zoning district and the change proposed would bring those accessory structures into conformity. Last the preliminary Certified Survey Map that was submitted is missing a few requirements listed in Section 70.60.03 of the City of Fort Atkinson Land Division Ordinance.

- CSM must include the owner's email and phone number.
- CSM must show any existing easements.
- CSM must label adjacent lands west and south of the proposed lots as Unplotted Land
- CSM must show all existing setback lines and reference to the current zoning document made.

These items are minor and easily added.

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**RECOMMENDATION:**

Staff recommends that the Plan Commission recommend the City Council approve this preliminary Certified Survey Map. Contingent on the final Certified Survey Map including the following:

- increase width of the proposed lot at 624 Sherman Ave E. to the 100 ft required for SR-2 Zoning.
- add the missing information required in Article VI, Section 70.60.03 – CSM Requirements, of the City of Fort Atkinson Land Division Ordinance, noted above

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**ATTACHMENTS:**

Preliminary CSM Updated  
Application  
Duch Overlay



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

## City of Fort Atkinson Certified Survey Map Application

This form is designed to be used by the Applicant as a guide to submitting a complete application for review of a Certified Survey Map by the City to process the application.

APPLICANT Name, company, and client (if applicable): Terry Duch

Phone number: 920-815-7958 Email: terry.duch@hotmail.com

OWNER Name, company, and client (if applicable): Terry Duch

Phone number: 920-815-7958 Email: terry.duch@hotmail.co

Postal address for proposed CSM: 624 Sherman Ave E and 704 Sherman Ave E

Parcel Identification Numbers Involved: \_\_\_\_\_

22605140321117

22605140312076

Brief description of proposed division or combination and purpose: \_\_\_\_\_

Split 624 Sherman Ave E (2.05 acres) as follows:

Add 1.54 acres (w / river frontage) to 704 Sherman Ave E

.51 acres will stay with 624 Sherman Ave E

### I Application Packet Requirements

The Applicant shall submit one electronic copy of the application.

- ☐ A map of the subject property to scale depicting:
  - ☐ All lands and boundaries for the parcel(s)
  - ☐ Current zoning of the subject property and its environs, and the jurisdiction(s) which maintains that control.
  - ☐ All lot dimensions of the subject property.
  - ☐ A graphic scale and a north arrow.
- ☐ Legal Description
- ☐ All easements, setbacks or land restrictions on the parcel(s)



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

## II Process Checklist

- |   |                 |
|---|-----------------|
| <input checked="" type="checkbox"/> Application fee of \$100 plus \$10 per additional lot received by City Treasurer<br>(Maximum \$500) | Date: <u>SW</u> |
| <input type="checkbox"/> Receipt of complete application packet by Zoning Administrator   | Date: _____     |
| <input type="checkbox"/> City Staff Review  | Date: _____     |
| <input type="checkbox"/> Plan Commission Public Hearing, review and recommendation  | Date: _____     |
| <input type="checkbox"/> City Council review and action   | Date: _____     |

Dated this 15 day of May, 20 23

Respectfully submitted,

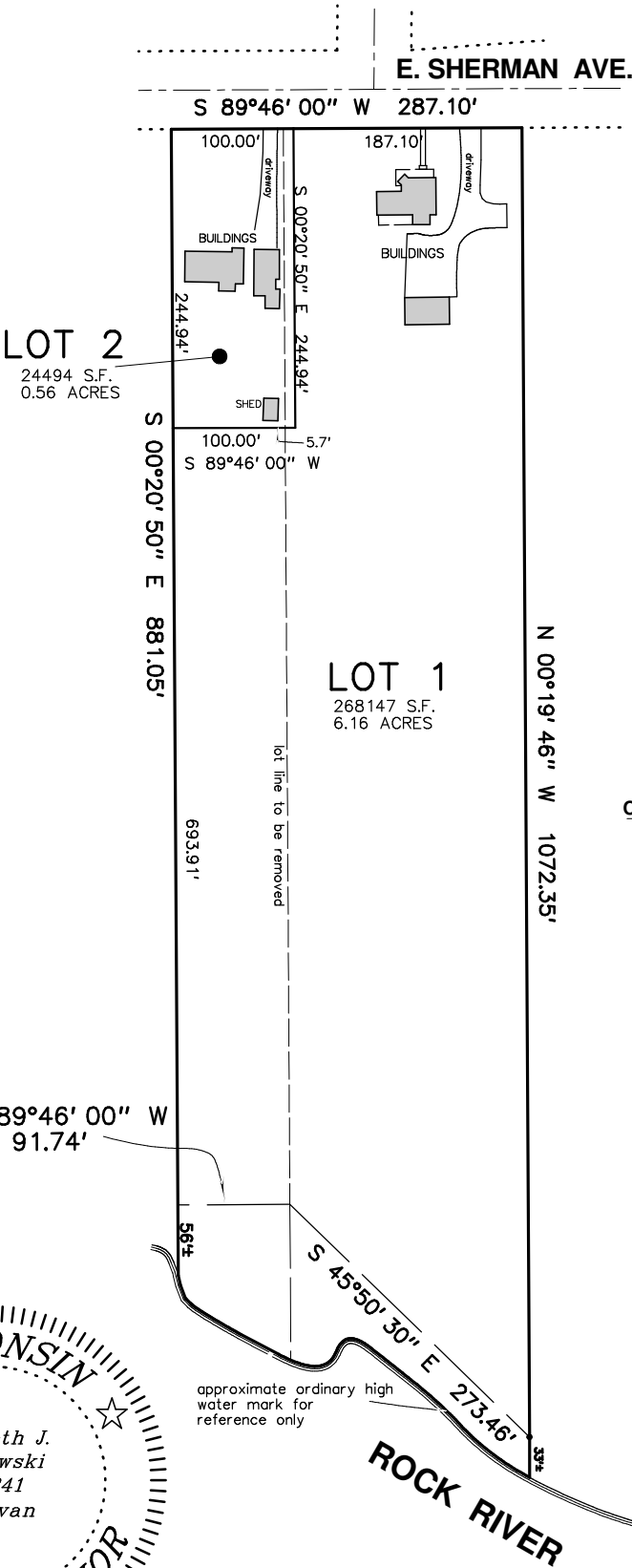
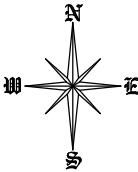
Terry D. Paul  
(Signature of Applicant)

PRELIMINARY CERTIFIED SURVEY MAP

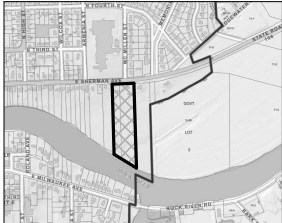
A CONSOLIDATION OF LOT 1, CSM NO. 1072 AND LOT 1, CSM NO. 2027,  
PART OF GOVERNMENT LOTS 2 & 3 IN SECTION 3, T5N., R14E., CITY OF  
FORT ATKINSON, JEFFERSON COUNTY, WISCONSIN.



SCALE: 1"=150'



VICINITY MAP



LOT 2  
CSM NO. 2027

OWNER  
TERRY A DUCH  
704 E SHERMAN AVE  
FORT ATKINSON, WI 53538



*Kenneth J. Wilkowski*

5/12/23  
REV-6/9/23  
REV-6/26/23

KW SURVEYING  
725 PALMYRA STREET  
P.O. BOX 32  
SULLIVAN, WI. 53178  
(262)-593-5800