

Council Planning

Tuesday, May 9th, 2017



OFFICE OF THE MAYOR
LA CROSSE

Presentation goals

- Review local governance approach
 - Neighborhood revitalization
 - Citizen advancement
 - Regional competitiveness
- Organizational assessment update
- Q & A



Local governance approach

1. Make La Crosse an attractive, safe and vibrant place to live, work, shop and play through neighborhood revitalization, housing and economic development programs
2. Address general health, safety and well-being of our citizens through partnerships with non-profits, the La Crosse School District and La Crosse County health department
3. Enhance our regional competitiveness by holding the line on property taxes, by showing fiscal discipline, creativity and by establishing effective partnerships



OFFICE OF THE MAYOR
LA CROSSE



What's important to residents?

- 2014 survey of large employers and our employees—why people don't live in La Crosse
 - Neighborhood conditions
 - Crime (perception)
 - Property taxes
- 2015 survey of community about our community development programs



What's important to residents?

- Capital improvement priorities
 - Storm water and drainage improvements
 - Street lighting
 - Beautification of public spaces
- Housing priorities
 - Home improvement loans for homeowners
 - Code enforcement programs
 - Demolishing and replacing dilapidated housing



What's important to residents?

- 2016 community health improvement plan
 - Improve mental health
 - Address substance abuse
 - Address social determinants like housing
- 2015 City-County cooperation & overlap study
 - Multiple areas of overlap with county
 - La Crosse taxpayers subsidize outlying areas
 - La Crosse funds regional services

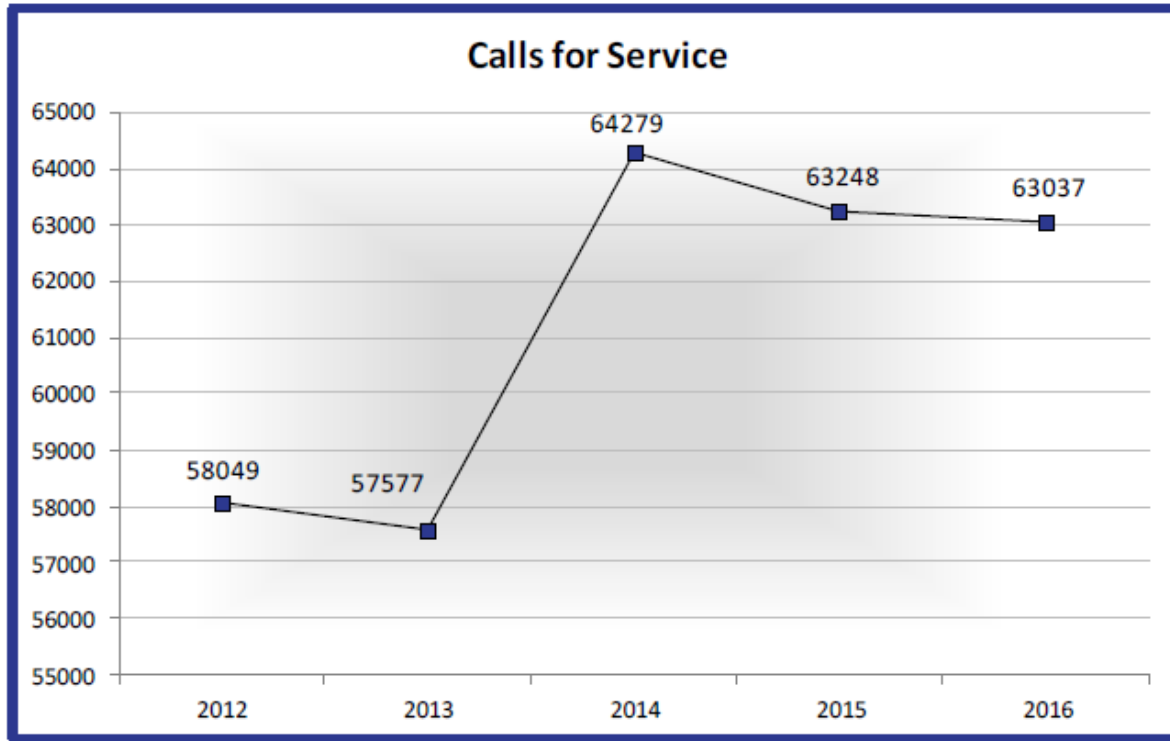


1. Neighborhood Revitalization

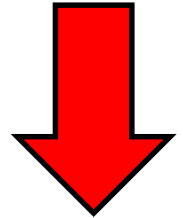
OFFICE OF THE MAYOR
LA CROSSE



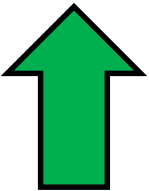
Community policing



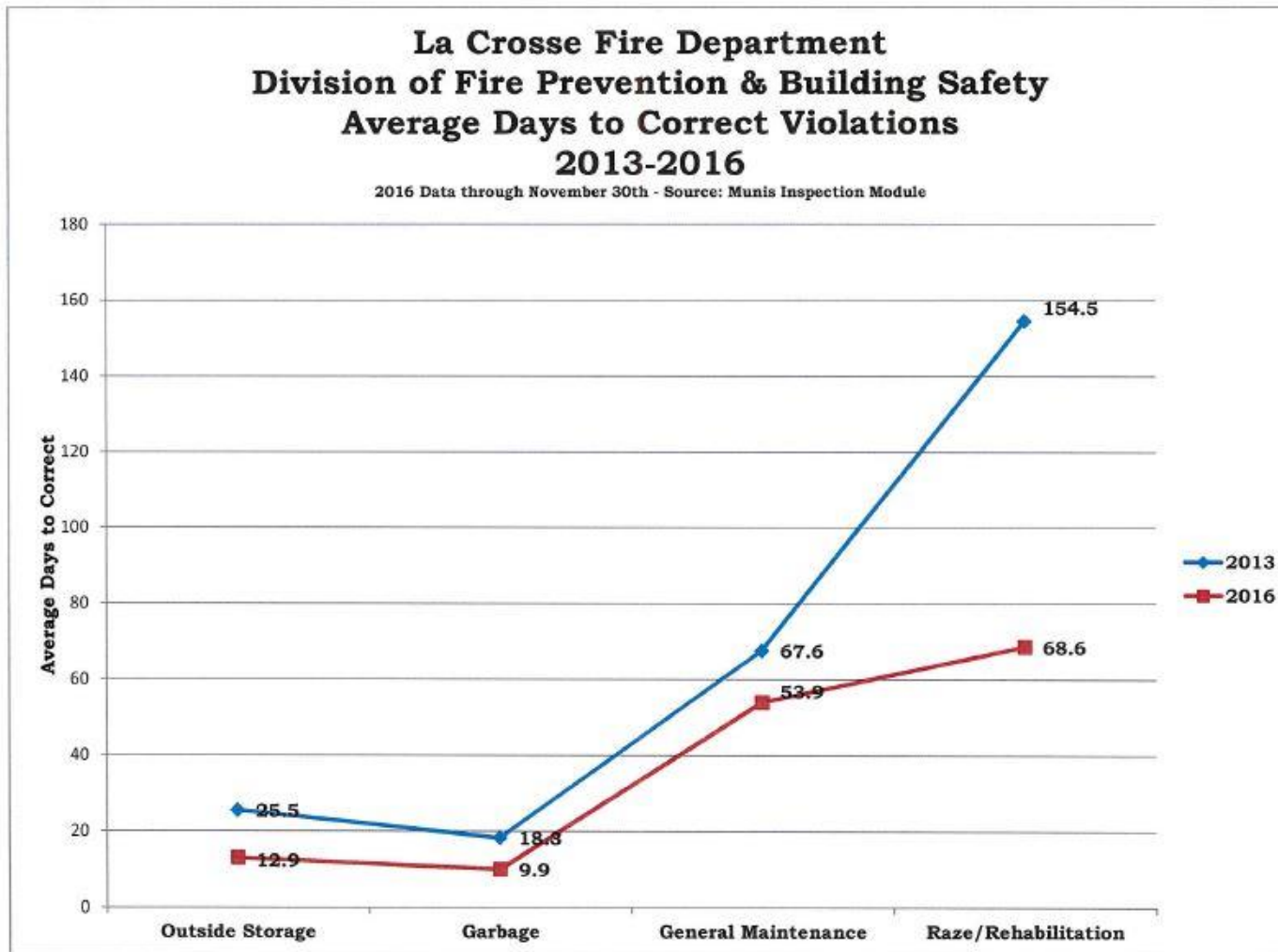
Crime rate



Contacts with
the public



Code enforcement



OFFICE OF THE MAYOR
LA CROSSE



Neighborhood-driven improvements



Street lighting



Pedestrian improvements and safety



Parks & trails

Poage Park – 500 Hood Street



Cameron Park – 4th & King Street

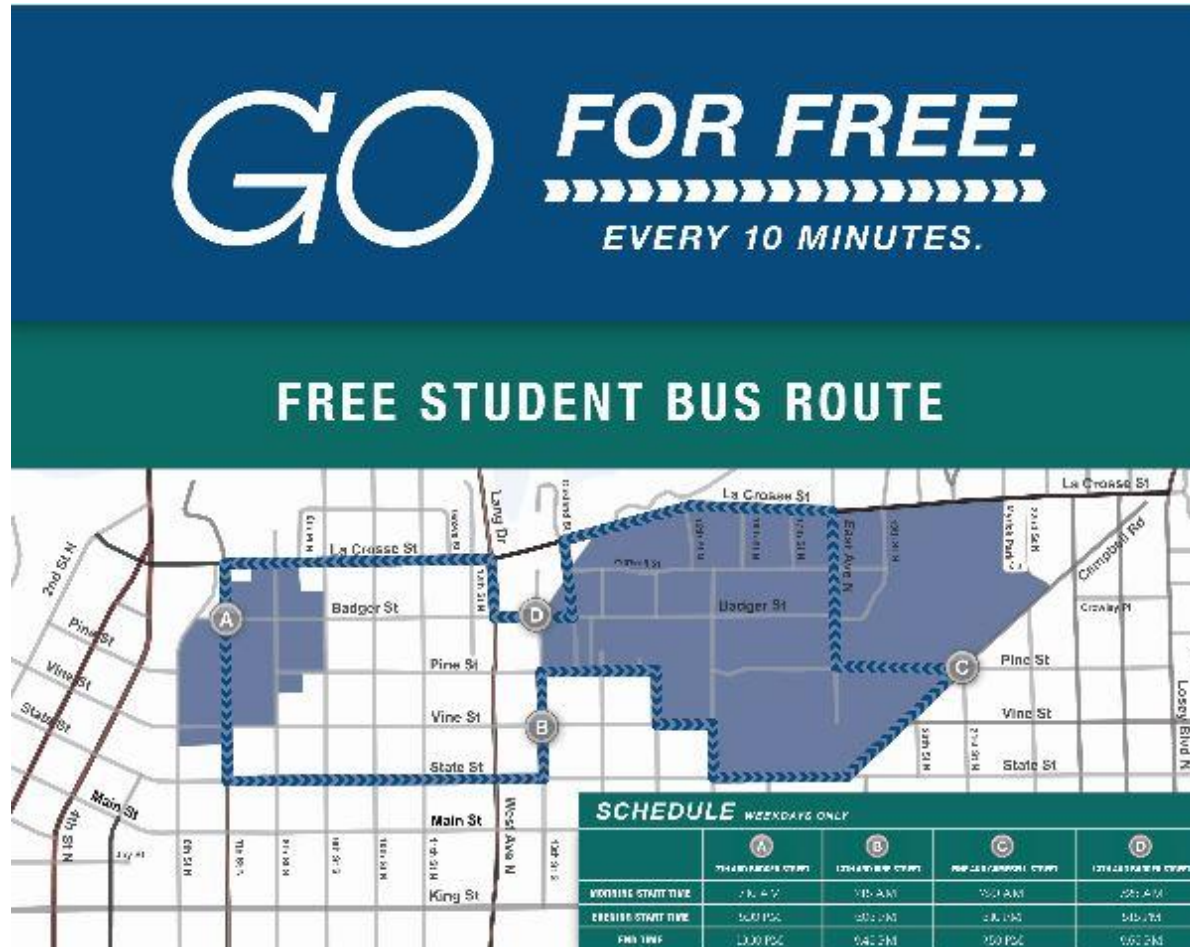


Pump track

OFFICE OF THE MAYOR
LA CROSSE



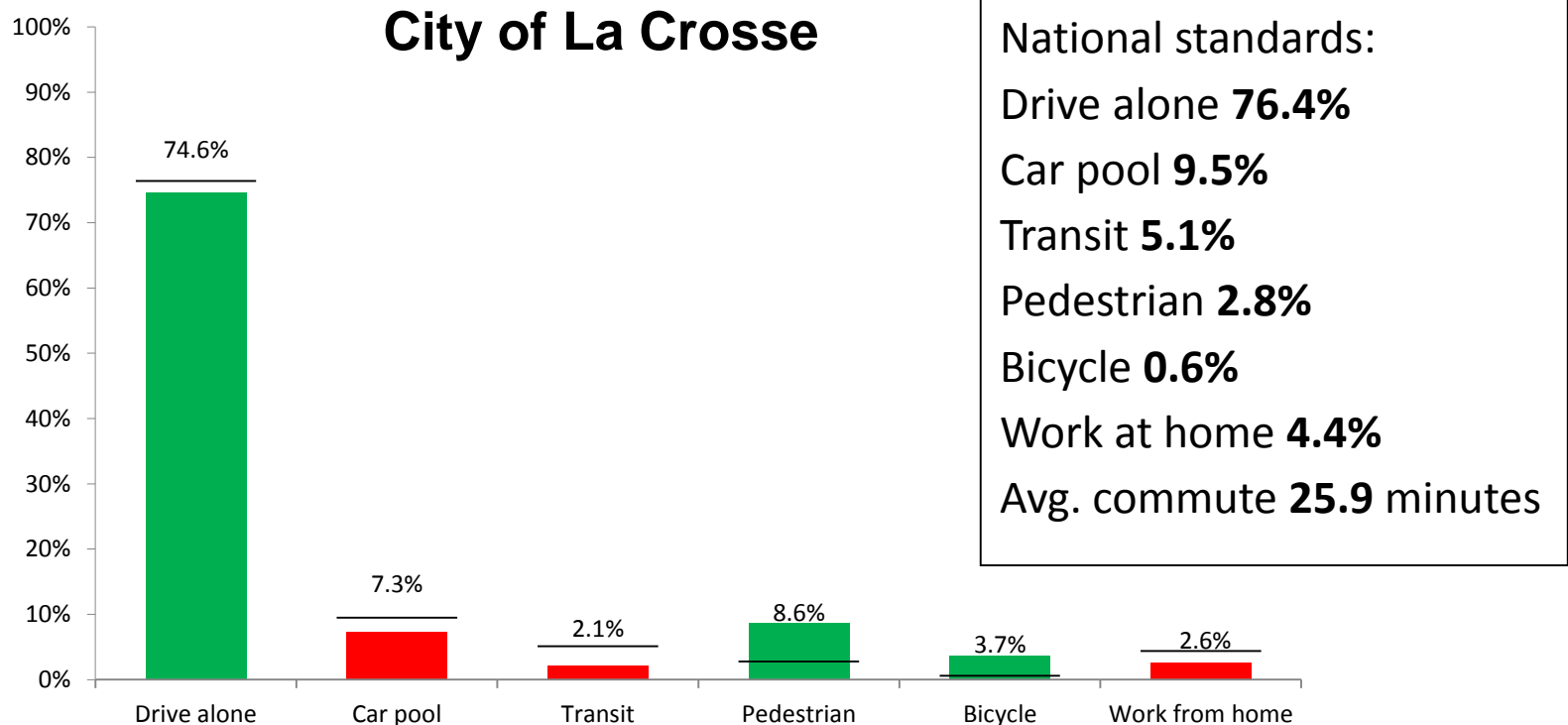
MTU Go circulator



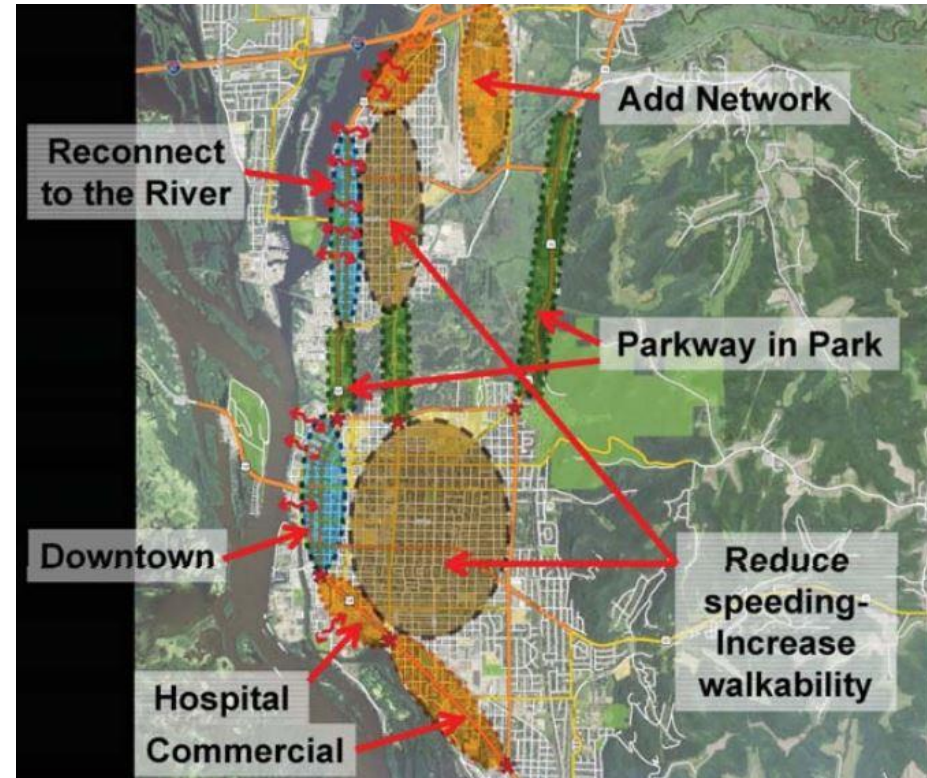
OFFICE OF THE MAYOR
 LA CROSSE



Transportation vision



Transportation vision



OFFICE OF THE MAYOR
LA CROSSE



Floodplain relief

- FEMA community assistance visits
 - Correct outstanding violations
- 2016 Floodplain relief loan program
 - Funding available
- 2017 U.S. Army Corps floodplain management services
 - Corps funding to develop La Crosse specific flood mitigation plan



Floodplain relief

- Ebner Coulee floodplain preliminary re-study
 - Achieve more accurate floodplain boundary
- Elevation certificate program
 - Provide accurate information to homeowners
- FEMA hazard mitigation grant application
 - \$750,000 application



Housing programs

Replacement Housing

- 2014 – present: 57 homes in redevelopment, built or sold



La Crosse Promise

- Links home buying and neighborhood revitalization with education through scholarships

Housing Rehabilitation Program

- More than 1,200 homes rehabbed and 120 paint-up fix grants



Before and after of a home improvement through the housing rehabilitation program



New affordable housing projects



2219 Lofts
23 units (1,2 & 3 bedrooms)



Roosevelt School
32 units (1 & 2 bedrooms)



Rental housing loan program

- 17 units assisted with an average cost of 3,000 per unit
- Terms:
 - 0% interest
 - Up to 5 year loan
 - Requires an underwriting process to ensure the loans can be paid back



Before and after of a
unit that participated
in program



New developments

- Downtown hotels
- Gundersen resident housing & hotel
- WTC & UW-La Crosse investments
- Student & multi-family housing projects
- Lot C development
- Dura-Tech expansion



Additional elements

- Branch libraries
- Rental housing standards



2. Citizen Advancement

OFFICE OF THE MAYOR
LA CROSSE



Human Rights Commission

- Listening sessions and action steps
- Community input and conversation
- African American community, LGBTQ, immigration issues, Latino community
- Sundown town proclamation
- Greater La Crosse Diversity Council

The City of La Crosse
Human Rights Commission
invites you to a
**Community
Listening
Session**

**Wednesday,
November 4th, 2015
6:00-8:00 pm**

Three Rivers House
724 Main Street
*Facilitated by
Tracy Littlejohn*

A safe space to discuss
barriers and discrimination
experienced by community
members in La Crosse due
to their sexual orientation,
gender expression,
or gender identity.

We welcome your
spoken or written
experiences.



City workforce representation

B. Full Time Employees – Representative Workforce Plan

(1)	(2)	(3)	(4)	
EEOC Category	2010 City of La Crosse Population	2010 City of La Crosse Estimated Labor Force	Actual vs. Representative Work Force Full-Time Employees*	
			(a) Actual* (4/1/2016)	(b) Representative
White	46,072	38,483	448	420
Black	1,155	1063	3	12
American Indian Eskimo	286	255	2	3
Asian or Pacific Islander	2,502	1913	17	21
Hispanic	1012	808	2	9
Other**	1,305	691	0	7
Total	52,332	43,213	472***	472

2016, City of La Crosse

OFFICE OF THE MAYOR
LA CROSSE



City workforce representation

In a April 2017 survey, City of La Crosse employees were asked to rate their current work department in regard to workplace inclusion and diversity on a 1 to 5 scale; 1 being not inclusive or diverse and 5 being very inclusive and diverse (186 responses):

- 1 – 7%
- 2 – 10%
- 3 – 22%
- 4 – 42%
- 5 – 19%



Summer youth employment program

- Partnership with:
 - WisCorps
- Projects include:
 - Born Learning trail at Red Cloud Park
 - Managing invasive species in the La Crosse Marsh
 - Installing gardens residents' homes
 - Building a raingarden at Kane Street Garden



Ending veterans & chronic homelessness



Scott Johnston, an Air Force veteran, was helped through the La Crosse Collaborative to End Homelessness (Picture: Erik Daily, La Crosse Tribune)



OFFICE OF THE MAYOR
LA CROSSE



Senior centers



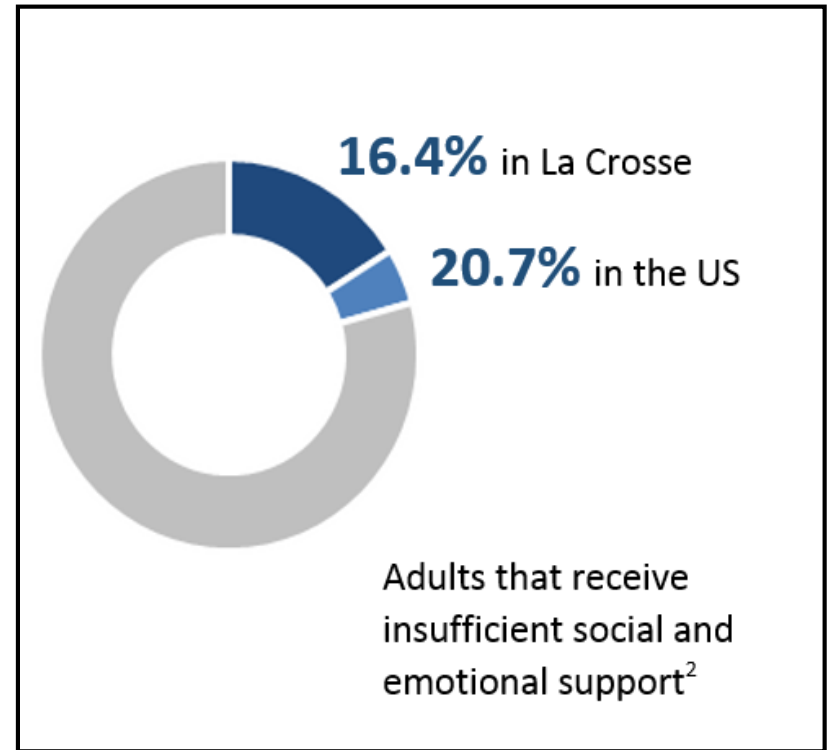
OFFICE OF THE MAYOR
LA CROSSE



Community health improvement plan

Three Priority Areas:

1. Improve mental health
2. Address substance abuse
3. Address social determinants



Additional elements

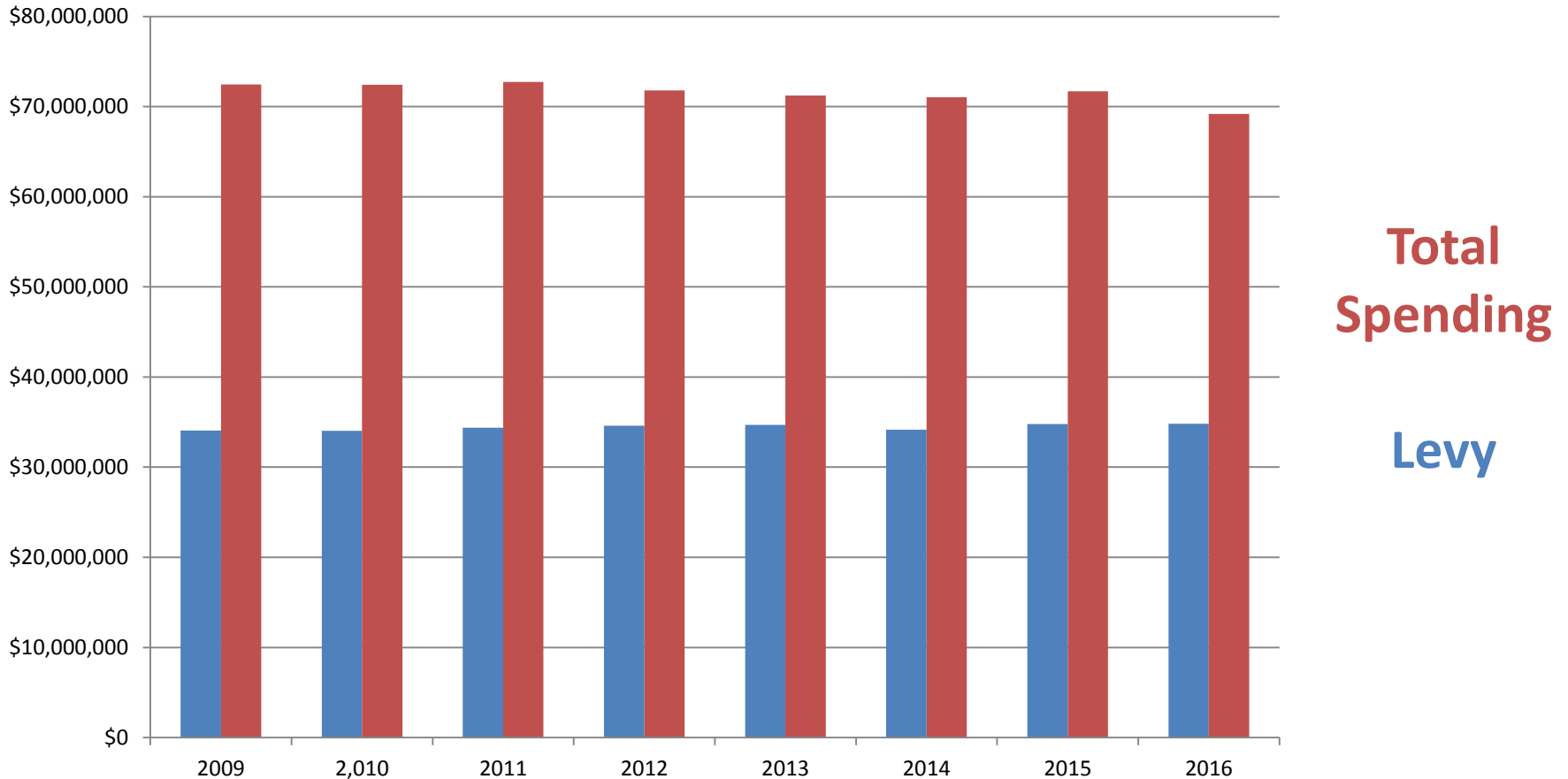
- Formation of city employee diversity committee
- Creation of neighborhood liaison
- Early childhood education



3. Regional Competitiveness




Operating budget



OFFICE OF THE MAYOR
LA CROSSE



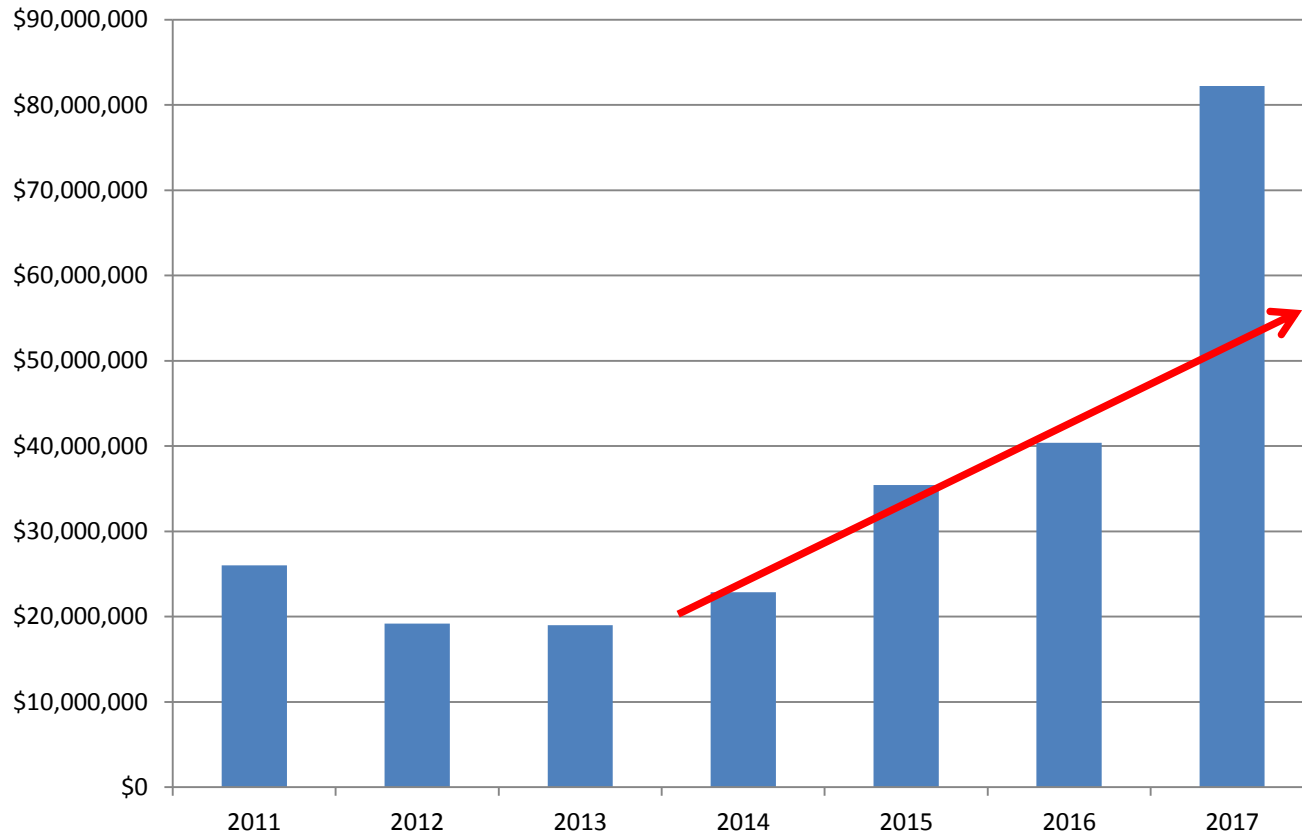
Cost of services comparison

Annual Costs For Living in the La Crosse Area								
March 2014								
Cost	City of La Crosse (LSD)	Town of Farmington High Est. (M-MSD)	Town of Farmington Low Est. (M-MSD)	Village of Holmen (HSD)	Town of Onalaska High Est. (HSD)	Town of Onalaska Low Est. (HSD)	City of Onalaska (OSD)	Village of West Salem (WSD)
Taxes ⁽²⁾	\$4,606.10	\$2,905.18	\$2,905.18	\$3,306.26	\$2,825.46	\$2,825.46	\$3,349.68	\$3,007.45
Sewer	\$168.28	\$650.84	\$575.84	\$557.00	\$650.84	\$575.84	\$279.60	\$150.72
Water ⁽³⁾	\$192.28	\$658.93	\$382.54	\$201.00	\$382.54	\$257.43	\$172.28	\$199.08
Estimated ERU Stormwater ⁽⁴⁾	\$53.92	\$0.00	\$0.00	\$46.00	\$25.00	\$25.00	\$59.48	\$18.00
Garbage/Recycling	\$0.00	\$78.00	\$78.00	\$148.00	\$101.40	\$101.40	\$0.00	\$0.00
Tax Rate	0.029909709	0.018864817	0.018864817	0.021469195	0.018347131	0.018347131	0.021751183	0.019528922
Annual Mortgage ⁽¹⁾	\$7,490.84	\$7,490.84	\$7,490.84	\$7,490.84	\$7,490.84	\$7,490.84	\$7,490.84	\$7,490.84
Homeowners Policy	Variable	Variable	Variable	Variable	Variable	Variable	Variable	Variable
Transportation Costs	Variable	Variable	Variable	Variable	Variable	Variable	Variable	Variable
Total Annual Cost	\$12,511.41	\$11,783.79	\$11,432.40	\$11,749.09	\$11,476.07	\$11,275.96	\$11,351.88	\$10,866.09
Total Monthly Cost	\$1,042.62	\$981.98	\$952.70	\$979.09	\$956.34	\$939.66	\$945.99	\$905.51
Notes:								
Bolded Numbers - Estimate due to variable replacement costs based on well depth and type of sanitary sewer								
(1) Based on a 30 yr Mortgage at 4.5%, w/ 20% downpayment								
(2) Based on \$154,000 home – \$154,000 * 2013 Tax Rate (http://www.co.la-crosse.wi.us/zoning/real/docs/MillRates2009-2013.pdf)								
(3) Based on 18,750 gal. average (http://psc.wi.gov/utilityInfo/maps/documents/waterStateMap.pdf)								
(4) ERU defined by individual municipalities								
Difference Between High and Low:				\$1,645.32 Per Year		\$137.11 Per Month		
University of Wisconsin, U.S. Department of Agriculture and Wisconsin counties cooperating. An EEO/AA employer, University of Wisconsin Extension provides equal opportunities in employment and programming, including Title IX and Americans with Disabilities (ADA) requirements.								
								

OFFICE OF THE MAYOR
LA CROSSE



Capital budget



OFFICE OF THE MAYOR
LA CROSSE
















City Hall reform

- Technology upgrades, Share Point
- More on-line services, credit cards for customer service
- Merged or eliminated 29 committees since 2013
- Assess health insurance program, wellness initiatives
- Customer service changes in lobby, 789-CITY



Organizational assessment

<i>Strategic Goal</i>	<i>Progress Report Notes</i>
I. Streamline City Governance and Structure	
I.A. Streamline Council, Committees and Meeting Structure	
1. Reduce number of meetings for citizen to get decision	 <i>How do we measure this? Work with staff to establish performance measures</i>
2. Reduce overall time spent in meetings	 <i>How do we measure this? Work with staff to establish performance measures</i>
3. Reduce size of Council to 8 members – Mayor being tie breaker	 <i>Completed – in 2016 the Council downsized to 13 members</i>
4. Representation	 <i>Council decided to keep district representation with 13 districts</i>
5. Re-align committee structure – 13 required by State law	 <i>In progress – more than 30 committees have been eliminated/merged/re-aligned</i>
6. Re-purpose committee structure around core city processes	 <i>In progress – more than 30 committees have been eliminated/merged/re-aligned</i>
7. 6-8 core committees – align around core processes	 <i>In progress – more than 30 committee have been eliminated/merged/re-aligned</i>
8. Clarify purpose and what goes to what committee	 <i>Ask committees to establish/re-establish purpose</i>
9. Two (2) Council meetings per month	 <i>Completed</i>
10. “Committee of the Whole” becomes regular Council meeting	 <i>Completed</i>
11. Public hearing at each meeting	 <i>Council rules do not allow public hearing unless specifically approved at meeting</i>
12. Consider starting meetings at 6:30 PM	 <i>Council decided against</i>
13. Eliminate resolutions for purchasing items already budgeted	 <i>This should be given strong consideration</i>
14. Refurbish Council Chambers – Council faces public	 <i>Council denied request for funding to refurbish chambers</i>



Organizational assessment

- Utilize SharePoint program to establish work orders, performance measures and track progress
- Utilize technology and eliminate paper
- Adopting a LEAN plan including principles, training and changing our practices
- Establishing performance measures with scorecards and dashboards to easily share our progress with staff and the public



Sustainability measures

Sustainability Goals

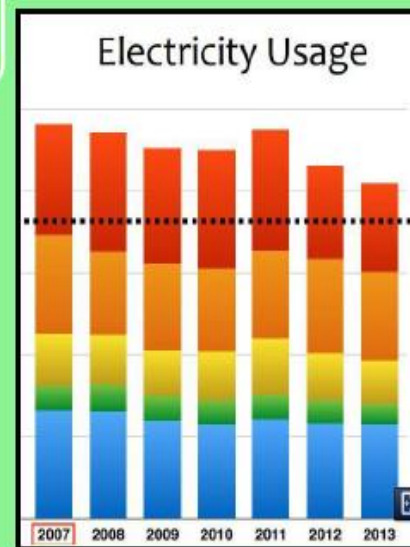
- **25% reduction in fossil fuel consumption**
- **25% of energy needs from renewables**
- **50% of procurement from environmentally preferred products**
- **25% reduction in community's waste**
- **25% increase in community's recycling rates**
- **Increase community's affordable housing and local foods**



Sustainability measures

Electricity Usage

- **22% reduction since 2007**
- **Now using 5 million fewer kwh/year**
- **This keeps over 6.5 million pounds of CO₂ out of the atmosphere every year**
- **Saves La Crosse about \$180,000/year**



Sustainability measures



**Recycling
rose by
121%
from
2013-
2014**

**Saved
about
\$125,000
in
tipping
fees**

**Reduced
trash by
over 26%
from
2007**



Regional issues

Table 3. Calls for Service Responded to by La Crosse County Sheriff's Department by Year

Year	Total Calls	Within City of La Crosse	Percentage of County Total
2012	20,821	4,500	21.6%
2013	21,720	4,111	18.9%
2014	24,730	4,233	17.1%

The City of La Crosse's portion of the county property tax levy was 34.8%, therefore contributing 17.7% in excess toward Sheriff Department



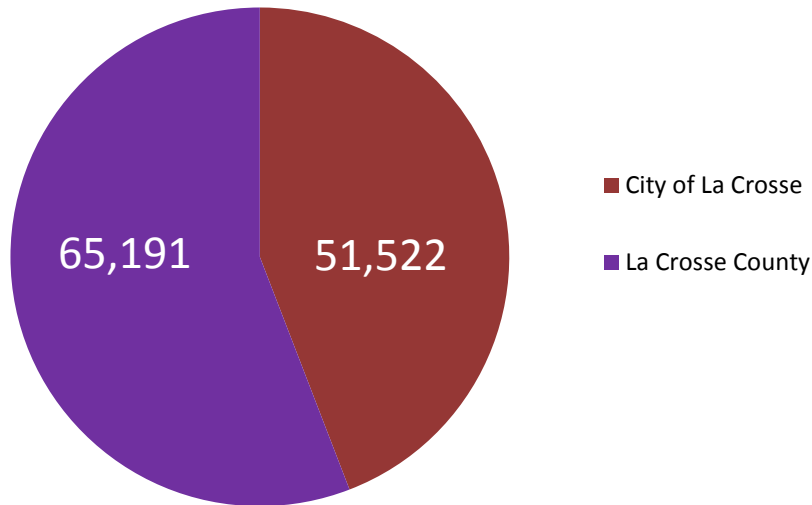
Regional issues

- Cooperative boundary agreement with Shelby
- Sewer and water services agreements with Shelby, Campbell, Onalaska and La Crescent
- North-south transportation
- Open space preservation and restoration
- Water quality

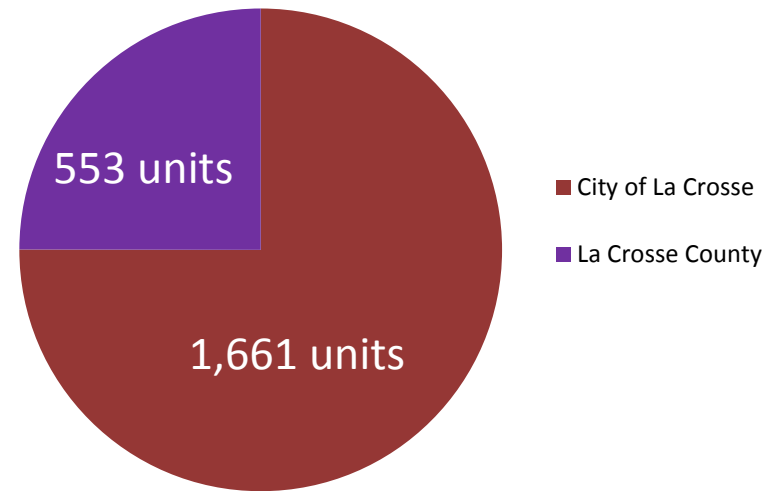


Regional housing affordability

Population Comparison



Affordable Housing Comparison



Special Projects

OFFICE OF THE MAYOR
LA CROSSE



La Crosse Center



OFFICE OF THE MAYOR
LA CROSSE



Riverside North redevelopment



OFFICE OF THE MAYOR
LA CROSSE



Special projects

- Accelerated transportation infrastructure repair and maintenance
- Fire stations and emergency medical services contract
- Riverside Park and levee
- Memorial pool



In conclusion

- Continue our focus on neighborhood revitalization;
- Citizen advancement; and
- Regional competitiveness

