



City of La Crosse, Wisconsin

City Hall
400 La Crosse Street
La Crosse, WI 54601

Meeting Agenda - Final

City Administrator Working Group

Thursday, December 11, 2025

5:00 PM

Council Chambers

This meeting is open for in-person attendance and will also be available through video conferencing. The meeting can be viewed only (no participation) by visiting the Legislative Information Center Meetings calendar (<https://cityoflacrosse.legistar.com/Calendar.aspx>) - find the scheduled meeting and click on the "In Progress" video link to the far right in the meeting list.

Call to Order

Welcome

Roll Call

Erin Goggin, Barb Janssen, Lisa Weston, Chris Kahlow, Larry Slezniow

Approval of Minutes

Minutes from December 11, 2025, 12:00 p.m.

Agenda Items:

[24-1585](#)

Proposed City Administrator position.

- A short review of the work of the City Administrator Working Group (CAWG) up to this point including results of the eight public engagement sessions and online survey.
- Opportunity for council member Q&A with CAWG members, City Attorney Matty, Director of HR Franzen, Director of Finance Hawkins, and Daniel Foth with UW-Madison Extension.
- Closing comments.

Adjournment

Notice is further given that members of other governmental bodies may be present at the above scheduled meeting to gather information about a subject over which they have decision-making responsibility.

NOTICE TO PERSONS WITH A DISABILITY

Requests from persons with a disability who need assistance to participate in this meeting should call the City Clerk's office at (608) 789-7510 or send an email to ADAcityclerk@cityoflacrosse.org, with as much advance notice as possible.



City of La Crosse, Wisconsin

City Hall
400 La Crosse Street
La Crosse, WI 54601

Text File

File Number: 24-1585

Agenda Date:

Version: 1

Status: Agenda Ready

In Control: City Administrator Working Group

File Type: Review

Agenda Number:



City of La Crosse, Wisconsin

City Hall
400 La Crosse Street
La Crosse, WI 54601

File Complete

File Number: 24-1287

File ID: 24-1287

Type: Charter Ordinance

Status: Referred

Version: 1

Reference:

In Control: Judiciary &
Administration
Committee

File Created: 09/20/2024

File Name: Charter Ord - City Administrator

Final Action:

Title: A CHARTER ORDINANCE to create Section 19 of Appendix A of the Code of Ordinances of the City of La Crosse creating the position, duties and responsibilities of the Office of the City Administrator and removing duties from the Office of the Mayor.

Routing: J&A 10.1.2024

Agenda Date: 02/03/2026

Sponsors: Reynolds

Effective Date:

Attachments: Charter Ordinance, For Reference - City Administrator Working Group Recommendation (Minutes of 4.23.2025), Staff Report, Carol Herlitzka - 9.12.2024, Baylee No last name - 9.12.2024, Diane McGinnis-Casey Sheboygan Dir Planning 9.16.2024, Caroline Gregorson Wabasha City Administrator 9.10.2024, Shawn Reilly Waukesha Mayor 9.10.2024, Bob Gollnik - 9.27.2024, Kelly Leibold - 10.1.2024, Citizen Comments 9.30.2024, Aron Newberry - 10.1.2024, Citizen Comments 10.1.2024, Committee Registration Slips - 10.1.2024, Heather Schimmers - 10.1.2024, Wendy Butler - 10.2.2024, Marvin Wanders - 10.7.2024, James Sheffer - 10.8.2024, Gretchen Burns - 10.8.2024, City Administrator - Budget, City Administrator Draft Hiring Plan, City Administrator Org Chart, Paul Pierce - 10.9.2024, Ruth Kurinsky - 10.8.2024, Anna Sprague - 10.8.2024, Trevor Sprague - 10.8.2024, David Buroker - 10.8.2024, Natalie Heneghen - 10.9.2024, Andrew Ericson - 10.10.2024, Troy Nedegaard - 10.9.2024, Joe Kovacevich - 10.11.2024, Westley Wamsley - 10.11.2024, Mark and Kimberlee Chavalas - 3.3.2025, Chris Woodard - 4.28.2025, Grace Deason - 4.29.2025, Committee Registration Slips - 4.29.2025, Kelly Schleifer - 4.30.2025, Sam Stauffer - 5.5.2025, Nell Saunders-Scott - 5.5.2025, Cole Zrostlik - 5.5.2025, Megan Ronsman - 5.5.2025, Roxanne Aubrey - 5.6.2025, Bob Gollnik - 5.6.2025, Kevin Hundt - 5.6.2025, Kathy Zieja - 5.6.2025, Anna Sprague - 5.6.2025, Kim Cable - 5.7.2025, Heather Schimmers

Enactment Number:

- 5.8.2025, Linda Myers - 5.12.2025, Karen and Tom
Briggs - 9.18.2025

Contact:

Drafter: craigs@cityoflacrosse.org

Related Files: 24-0708

Hearing Date:

Effective Date:

History of Legislative File

Ver- sion:	Acting Body:	Date:	Action:	Sent To:	Due Date:	Return Date:	Result:
1	Judiciary & Administration Committee	10/01/2024	RECOMMENDED TO BE ADOPTED	Common Council	10/10/2024		Pass
1	Common Council	10/10/2024	ADOPTED				
	Notes: Referred to the May 2025 meetings.						
1	Common Council	10/10/2024	TABLED				Fail
1	Common Council	10/10/2024	REFER	Judiciary & Administration Committee	04/29/2025		Pass
1	Judiciary & Administration Committee	04/29/2025	NO RECOMMENDATIO N				Pass
1	Common Council	05/08/2025	ADOPTED				
1	Common Council	05/08/2025	REFER	Judiciary & Administration Committee	02/03/2026		Pass

Text of Legislative File 24-1287

A CHARTER ORDINANCE to create Section 19 of Appendix A of the Code of Ordinances of the City of La Crosse creating the position, duties and responsibilities of the Office of the City Administrator and removing duties from the Office of the Mayor.

CHARTER ORDINANCE NO.: _____

A CHARTER ORDINANCE to create Section 19 of Appendix A of the Code of Ordinances of the City of La Crosse creating the position, duties and responsibilities of the Office of the City Administrator and removing duties from the Office of the Mayor.

The COMMON COUNCIL of the City of La Crosse do ordain as follows:

Sec. 19. – Office of the City Administrator

- (a) OFFICE OF THE CITY ADMINISTRATOR. In order to provide the City of La Crosse with a more efficient, effective and responsible government under a system of a full-time Mayor and a part-time Common Council at a time when City government is becoming increasingly complex, there is hereby created the Office of City Administrator for the City of La Crosse.
- (b) APPOINTMENT, TERM OF OFFICE AND REMOVAL The administrator shall be appointed on the basis of merit with due regard to training, experience, administrative ability and general fitness for the office, by a majority vote of those present and voting of the Common Council. The administrator shall hold office for an indefinite term at the pleasure of the Council subject to removal at any time by an affirmative vote of three-fourths of all the members of the Council. The Council may establish other employment terms and conditions consistent with the provisions of this ordinance or the Municipal Code of the City of La Crosse.
- (c) RESIDENCY The administrator shall become a resident of the City of La Crosse within three (3) months following the date of appointment, unless this requirement is specifically waived or varied by the Common Council, and entered into with the administrator, covering the terms and conditions of residency.
- (d) QUALIFICATIONS The ideal qualifications for the administrator will include Bachelor of Arts or Science Degree and a Master's Degree in Public Administration, Public Finance or closely related field from an accredited university and have at least five (5) years of experience in City or County government as a City Administrator, City Manager, or County Administrator.
- (e) FUNCTIONS AND DUTIES OF THE ADMINISTRATOR The administrator, subject to the limitations defined in resolutions and ordinances of the City of La Crosse and Wisconsin State Statutes, shall be the chief administrative officer of the City, responsible only to the Common Council for proper administration of the business affairs of the City, pursuant to the statutes of the State of Wisconsin, the ordinances of the City of La Crosse, and the resolutions and directives of the Common Council, with power and duties as follows:
 - (1) General Duties
 - (a) Carry out policy directives of the Common Council established by resolution or ordinance which require administrative implementation, reporting promptly to the Common Council any difficulties encountered herein;
 - (b) Be responsible for the administration of all day-to-day operations of the City government including the monitoring of all city

ordinances, resolutions, council meeting minutes and state statutes;

- (c) Prepare a plan of administration, including an organizational plan, which defines authority and responsibility for all nonstatutory positions of the City; and submit it to the Common Council for adoption as the official organization and administrative procedure plan for the City;
 - (d) Establish administrative procedures to measure and to increase the effectiveness and efficiency of City government according to current practices in local government, not inconsistent with subsection (c) above or policy directives of the Common Council which are established by resolution or ordinance;
 - (e) Serve as ex-officio non-voting member of all boards, commissions and committees of the City, except as specified by the Common Council or Wisconsin State Statutes;
 - (f) Keep information concerning current federal, state and county legislation and administrative rules affecting the City and submit appropriate reports and recommendations thereon to the Common Council;
 - (g) Keep informed concerning the availability of federal, state, county and nonprofit grants and funds for local programs and initiatives. Assist Department Heads and the Common Council in obtaining these funds under the direction of the Common Council;
 - (h) Represent the City in all matters involving legislative and intergovernmental affairs as authorized and directed as to that representation by the Common Council;
 - (i) Act as public information officer for the City with the responsibility of assuring that the news media are kept informed about the operations of the City and along with the City Clerk and City Attorney that all open meeting rules and regulations are followed;
 - (j) Establish and maintain procedures to facilitate communications between citizens and City government to ensure that complaints, grievances, recommendations and other matters receive prompt attention by the responsible official, and to ensure that all such matters are expeditiously resolved;
 - (k) Promote the economic well-being and growth of the City through public and private sector cooperation.
- (2) Responsibilities to the Common Council.
- (a) Attend all meetings of the Common Council, assisting the Council as required in the performance of its duties.
 - (b) In coordination with the Common Council, Mayor, City Clerk and City Attorney, ensure that appropriate agendas are prepared for all meetings of the Common Council, all Council committees, and all other appropriate committees and commissions of the City, together with such supporting material as may be required; with nothing herein being construed as to give the administrator authority to limit or in any way prevent matters from being

considered by the Council, or any of its committees or commissions.

- (c) Coordinate the preparation of ordinances and resolutions as required by the Common Council and Department Heads.
- (d) Keep the Common Council regularly informed about the activities of the administrator's office by oral or written report at regular and special meetings of the Council.

(3) Personnel

- (a) Be responsible for the administrative direction and coordinator of all employees of the City according to the established organization procedures.
- (b) Consistent with the statutes of the State of Wisconsin, recommend to the Common Council the appointment, promotion, and when necessary for the good of the City, the suspension or removal of Department Heads.
- (c) In consultation with the Director of Human Resources see that complete and current personnel records, including specific job descriptions, for all City employees are kept; evaluate in conjunction with Department Heads the performance of all employees on a regular basis; recommend salary and wage scales for City employees not covered by collective bargaining agreements; develop and enforce high standards of performance by City employees; ensure that City employees have proper working conditions; work closely with Department Heads to promptly resolve personnel problems or grievances;
- (d) In cooperation with the appropriate Department Heads and Director of Human Resources and after following City policies and procedures, make a recommendation to the appropriate City officers regarding the appointment, promotion, and when necessary for the good of the City, the suspension or termination of employees below the Department Head level.
- (e) Manage and assist in labor contract negotiations and collective bargaining issues.
- (f) Work closely with Department Heads to ensure that employees receive adequate opportunities for training to maintain and improve their job-related knowledge and skills and act as the approving authority for requests by employees to attend conferences, meetings, training schools, etc., provided that funds have been budgeted for these activities.

(4) Finances, Budgeting, and Purchasing

- (a) Be responsible for the preparation of the annual City operating budget, including capital budget, in accordance with City

Ordinances and guidelines as may be provided by the Common Council and in coordination with Department Heads, pursuant to state statutes, for review and approval by the Common Council.

- (b) Administer the budget as adopted by the Common Council.
- (c) Report regularly to the Common Council on the current fiscal position of the City.
- (d) Supervise the accounting system of the City and ensure that the system employs methods in accordance with current professional accounting practices.
- (e) Administer the City's purchasing ordinance, policies, and procedures including all purchasing and contracting for supplies and services subject to the purchasing ordinance and procedures established by the Common Council and any limitation contained in the Wisconsin State Statues.

(5) Cooperation

- (a) All officials and employees of the City shall cooperate with and assist the administrator so that the City government shall function effectively and efficiently.

SECTION II: The provisions of this ordinance shall be deemed severable and it is expressly declared that the Common Council of the City of La Crosse would have passed the other provisions of this ordinance irrespective of whether or not one or more provisions may be declared invalid; and if any persons or circumstances is held invalid, the remainder of the ordinance and the application of such provision of other persons or circumstances shall not be affected thereby.

SECTION III: This charter ordinance specifically removes those duties from the Office of Mayor to oversee the day-to-day operations, management and administration of the City of La Crosse that are found under § 62.09 (8) (a), Wis. Stat. Any charter provision or any previously enacted ordinance or charter ordinance inconsistent or in conflict with this ordinance is expressly repealed.

SECTION IV: This charter ordinance shall take effect sixty (60) days after its passage and publication subject to the provisions of Section 66.0101(5) Wis. Stat.

Mitch Reynolds, Mayor

Nikki M. Elsen, City Clerk

Passed:
Approved:
Published:



City of La Crosse, Wisconsin

City Hall
400 La Crosse Street
La Crosse, WI 54601

Meeting Minutes - Final

City Administrator Working Group

Wednesday, April 23, 2025

12:00 PM

Grandad Conference Room - City Hall

Call to Order

The meeting was called to order by the Working Group Chair, Larry Sleznikow at 12:03 p.m.

Welcome

Roll Call

Present: 3 - Barb Janssen, Larry Sleznikow, Erin Goggin

Approval of Minutes

A motion was made by Janssen, seconded by Goggin, to **APPROVE** the minutes of April 9, 2025. The motion carried unanimously.

Agenda Items:

Thanks were given to the members of the City Administrator Working Group including CM Janssen and CM Goggin and former Working Group members and former city council members Mac Kiel and Mark Neumann, Director of Human Resources Rebecca Franzen, Nikki Elsen and Sondra Craig in the City Clerk's Office, City Department Heads, and Daniel Foth, JD, Director, Certified Public Manager Program and Local Government Specialist, Local Government Education at University of Wisconsin-Madison Extension.

This meeting of the City Administrator Working Group will be the summary of the working group's work since it started meeting in December 2024. It will include an overview of the draft city administrator information paper created by Daniel Foth in collaboration with the working group.

Mr. Foth will also present a public engagement plan for providing information to and receiving feedback from community members related to the possibility of hiring a city administrator.

Daniel Foth, JD, Director, Certified Public Manager Program and Local Government Specialist, Local Government Education at University of Wisconsin-Madison Extension joined the meeting in person and provided another overview of the document he created for the working group members titled Draft 4-7-25 City of La Crosse - Mayor vs. City Administrator Information Paper including updates from the April 9th meeting.

Mr. Foth also provided an overview of the 4-21-25 DRAFT One Pager, a concise summary of the information paper, and DRAFT Public Engagement Outline - La Crosse 4-21-25 document outlining a suggested framework for public engagement about hiring a city administrator.

24-1585

Proposed City Administrator position.

A motion was made by Janssen, seconded by Goggin and unanimously approved to recommend that J&A and the Common Council refer 24-1287 (Charter Ordinance to create position of City Administrator) until the February 2026 council cycle.

The motion allowed for refilling the two open working group positions as was done originally. Once the working group is back to five members, the City Administrator Working Group will continue the work it has started with the assistance of city staff including engaging the public about the hiring of a city administrator.

Sleznikow will work with the Legal Department to develop a resolution for the motion and request that the Mayor short-circuit the resolution (see File 25-0502).

Adjournment

Meeting was adjourned at 1:22 p.m.



CITY OF LA CROSSE

**400 La Crosse Street
La Crosse, Wisconsin 54601
(608) 789-CITY
www.cityoflacrosse.org**

LEGISLATION STAFF REPORT FOR COUNCIL

File ID Caption

Staff/Department Responsible for Legislation

Requestor of Legislation

Location, if applicable

Summary/Purpose

Background

Fiscal Impact

Staff Recommendation

Craig, Sondra

From: Carol Herlitzka <cherlitzka@gmail.com>
Sent: Thursday, September 12, 2024 1:46 PM
To: ZZ City Clerk External
Cc: Reynolds, Mitch
Subject: City Administrator

Some people who received this message don't often get email from cherlitzka@gmail.com. [Learn why this is important](#)

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I recall the last Mayor(Mr Johnsrud wanted this and also an ambulance service!!!) Let me see, where did he go, after we did not vote him
In again? Johnson creek, wi?
We need less government, lower taxes, people with a brain, common sense, maybe normal citizens working for the people. This liberalism
Does not seem to be working!!? We had the coulee region humane society, picking up lost pets. Now we have a woman (\$80.000) added,
A person watching the homeless (\$140.000) I think there may be another person helping Mr sampson? The police helping the dog catcher??
Where does this stop?? More taxex, more construction, more bike lanes, I have yet to see those bike lanes filled with riders? Maybe
The high schoolers should start riding there bikes, instead of cars.

Thank you

Carol Herlitzka
Tax payer

From: Randy <czarh1@hotmail.com>
Sent: Thursday, September 12, 2024 12:14 PM
To: ZZ City Clerk External; Reynolds, Mitch
Subject: Mitch and City council

*** CAUTION: This email originated from an external sender. DO NOT click links or open attachments unless you recognize the sender and know the content is safe. ***

Attention Mitch and City Council,

This email is to oppose you voting and hiring of a City Administrator. If the Mayor cannot handle the duties of his position that has been this way for many years then I suggest he resign and we get another vote to get another Mayor who can do the work. Many companies are working with less and many people are doing more in their positions. Our city must do the same. I also do not believe we are in the financial status to be hiring for a City Administrator. also this position would now be hired and not able to be voted in by the people. That takes the voice away from the tax payers. Always remember the tax payer of this city is where you get the money from and we need to keep it this way. I sure hope others in this community are giving you their voice on this issue and we keep it the way it is.

Thank you,
Baylee,
A concerned citizen,

Elsen, Nikki

From: Elsenn@cityoflacrosse.org
Subject: FW: City Administrator/Mayor

From: McGinnisCasey, Diane <Diane.McGinnisCasey@sheboyganwi.gov>
Sent: Monday, September 16, 2024 5:26 PM
To: Trane, Andrea <tranea@cityoflacrosse.org>
Subject: Re: City Administrator/Mayor

*** **CAUTION:** This email originated from an external sender. **DO NOT** click links or open attachments unless you recognize the sender and know the content is safe. ***

Andrea,

All is well here on the east side of the state.

I know this is getting to you a little later than you wanted so I am not sure if it will be helpful now or not.

One of the biggest pros of an administrator is consistency. Regardless of elections, you have a leader within the organization that can provide continuation of vision while elected officials change. The other big advantage is you have a boss that is over department heads (outside of elected positions) that can address problems with individual department heads and between department heads. The budget process was also easier with an administrator because he/she has the final say on what is presented to council. This simplified the process greatly.

On the flip side, one of the largest challenges is when the Mayor and Administrator do not agree. Then as a department head it can be difficult to navigate when you are receiving conflicting direction. At a minimum you need to educate the council and mayor on their roles and ultimately everyone needs to understand that employees report to the administrator and not elected officials. If you don't have a strong person in the administrator role, this would be very difficult to navigate.

Those are some high level thoughts. If you want more, let me know.

Thanks,

Diane McGinnis-Casey
Director, Planning and Development
City of Sheboygan
920-459-3383

Elsen, Nikki

From: Elsenn@cityoflacrosse.org
Subject: FW: City Administrator/Mayor

From: Caroline Gregerson <cityadmin@wabasha.org>
Sent: Tuesday, September 10, 2024 2:36 PM
Subject: RE: City Administrator/Mayor

Benefits of an Administrator versus Mayor

- I think for La Crosse, if the Department Heads were under the management of the City Administrator, they (City Administrator) could play a positive role to ensure departments were consistently working together. I would definitely recommend all departments are under the management and oversight of the administrator or manager.
- A good city administrator focuses in on the vision of Council and Mayor and then can ensure various departments are able to be given the resources and authority to coordinate the vision and work together on the vision. There can be competing priorities for each department, so they have a role in moving forward with the right option and bringing staff consensus. They ensure everyone is “rowing in the same direction”.
- One major role they have is oversight on personnel and management issues for department heads. Those can be challenging issues at times. Our policy makers are very thankful not to have a role in that. I take in any complaints about staff and manage those.
- Focus on employee engagement and addressing employee concerns by bringing in background in organizational leadership. Many city administrators, including myself, focus on time making sure their department heads receive leadership training.
- The system helps the Mayor and Council to be able to focus on policy direction.
- The professionalized management and background in municipal governance and budgets can be helpful. This position can strategize around how to bring resources to the table to advance the policy makers goals and with a strong background in budgeting and financial planning, can help them realize those goals.
- We worked on a strategic plan together my first year, mission statement, and so we have a pretty clear path and agreement on their strategic goals and measure progress against the goals. Every budget year, we look at the strategic plan and progress. That’s sets some benchmarks to measure success for Council and the Administrator. <https://www.wabasha.org/strategicplan/>
- Mayors still play an important role in advancing projects important to them or championing an idea and then having the City Administrator execute the idea.
- Council has the option to provide a City Administrator annual performance reviews and also has the option to hire/fire this individual with a majority vote. This ensures accountability to Council.

The benefits of the Mayor for La Crosse that I see are that I think the Mayor of La Crosse is compensated at a much lower rate than a traditional administrator. I do think the current system in La Crosse does correctly put a lot of leadership capacity in the hands of individual departments. For example, issues that I might handle in my current role, are done by HR Director or Finance Director in La Crosse. I do think the role of “Mayor” brings weight to any conversation. La Crosse has a strong tradition of Mayoral leadership. I think a lot of the effectiveness of either system, can also depend on the individual.

I am sure it’s going to be a good discussion!

Kind Regards,

Caroline Gregerson

Caroline Gregerson, City Administrator

City of Wabasha

Office Line: 651-560-4860

Work Mobile: 651-412-5553

Email: cityadmin@wabasha.org

900 Hiawatha Dr. E, Wabasha, MN 55981

Elsen, Nikki

From: Elsenn@cityoflacrosse.org
Subject: FW: testimonial request

From: Mayor Shawn Reilly <sreilly@waukesha-wi.gov>
Sent: Tuesday, September 10, 2024 2:41 PM
To: Reynolds, Mitch <reynoldsm@cityoflacrosse.org>
Subject: RE: testimonial request

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Mitch;

I am of the opinion that a City Administrator is best for larger municipalities as compared to those with just an elected Mayor. My position is based upon my experience. I was a municipal attorney for 23 years prior to being elected as Waukesha's Mayor. I have been a student of local government for most of my life. I have been Mayor of Waukesha for more than 10 years. There are times I wish I was a "Strong" Mayor, for my own selfish purposes. I truly believe however that the "Weak" Mayor/City Administrator model is what works best for the wellbeing and continuity of a city over time. (I am leaving out any comments regarding the City Manager form of government).

The two main reasons I have this opinion is that a City Administrator is insurance that professionalism and expertise in running the city has a high baseline at all times. The other main reason is that the Common Council generally will have its policy decisions followed more directly if there is a City Administrator/Mayor than if there is just an elected Mayor (without any City Administrator).

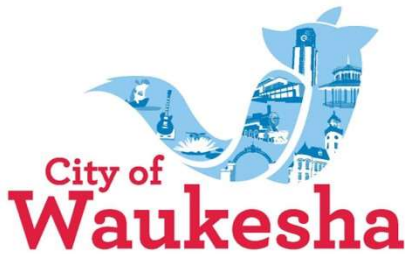
Continued professionalism and expertise are essential for a city to thrive. Elected Mayors can be good or bad. With a good Mayor, the city can thrive and be run professionally without any major problems. I recognize that many elected Mayors have the skills needed to run a large operation with many employees and large budgets. Often however, the elected Mayor lacks some (or all) of the needed skills to direct a large number of employees and run a complex and large organization. There are many examples where a Mayor was elected that did not have professionalism or expertise. At some point, I think every municipality makes the wrong choice as to whether it elected the best person for the job. We can all recall situations where the elected Mayor was a continual detriment to the well being of the community. If there is an Administrator, the bad Mayor problem is not cured but the overall damages to the integrity and reputation of the city are minimized because there is a professional individual with the authority to continue running the city day to day. Without a City Administrator, if there is a Mayor that actively creates detrimental issues, the Common Council should step in to take over more responsibility of the day to day running of the city. This is extremely difficult both procedurally and in practice. The Common Council needs to publicly step in and remove aspects of the authority of the Mayor. Besides figuring out how to accomplish this, it takes time. While this is occurring, the administration of the city is in a free fall. It can then take years for the city to get back on track. If there is a City Administrator, the process of blunting the bad actions of an incompetent Mayor are much easier and the fallout will never be as severe.

I also am a firm believer that the ultimate policy maker for municipalities is the majority vote of the Common Council. Whether a Mayor is good or bad, if there is a City Administrator, the policy decisions of the Common Council are more efficiently carried out if there is a City Administrator. Without a City Administrator, the Mayor is

in charge of carrying out the Common Council policy decisions. If the Mayor does not agree with the majority decision on policy decisions, the stand alone Mayor is easily able to slow walk any decision he/she disagrees with. The Mayor can pretty much ignore the Common Counsel policy decisions until he/she is called out on it. Even then, the Mayor can create impediments to the will of the Common Counsel almost indefinitely. When there is a City Administrator, the policy decisions of the Common Council will be followed. The City Administrator answers to the Common Council, not the Mayor.

Let me know if you want to discuss this further. If any of your Alders want to talk to me about this, I will be happy to make that happen.

Mayor Shawn Reilly



Shawn N. Reilly

Mayor
City of Waukesha

P: 1-262-524-3700

E: sreilly@waukesha-wi.gov
waukesha-wi.gov

201 Delafield St., Waukesha, WI 53188



From: Reynolds, Mitch <reynoldsm@cityoflacrosse.org>

Sent: Tuesday, September 10, 2024 1:41 PM

To: Mayor Shawn Reilly <sreilly@waukesha-wi.gov>

Subject: Re: testimonial request

NOTICE: External Email

This email message originated from outside the City of Waukesha. Do not click on links or open attachments unless you have verified the sender. If there is concern, please report this email.

Can you just write down everything you said in that roundtable and send it to me? That was spot on

Mitch Reynolds

Mayor

City of La Crosse, Wisconsin, USA

608.789.7500

From: Reynolds, Mitch

Sent: Tuesday, September 10, 2024 11:35:45 AM

To: sreilly@waukesha-wi.gov <sreilly@waukesha-wi.gov>

Subject: testimonial request

Hey Shawn,

Hope things are going well for you in Waukesha. Really appreciated your presentation in Milwaukee and was inspired to do a five-year budget projection of my own. Man, that makes everything seem really bleak.

Also hoping you can help me with something. I will have an ordinance change in front of the city council in a couple of weeks to add a city administrator. Currently, the plan is to maintain the mayor as a full-time position. One of the things I have been asked is how the role of mayor changes with an administrator in place and whether having a full-time mayor under the new leadership structure makes sense. Since you are one of just a few with that form of government, I was hoping I could get some sort of short overview/testimonial from you that I can share with a council executive meeting for a meeting on Monday.

Look forward to hearing from you.

m.

Mitch Reynolds

Mayor
City of La Crosse
400 La Crosse Street
La Crosse, WI 54601
(608) 789-7500
www.cityoflacrosse.org

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From: Bob Gollnik <rgollnik@lacrossecounty.org>
Sent: Friday, September 27, 2024 2:37 PM
To: Schadeberg, Kristen; ZZ Council Members
Subject: Comments: Proposal to create a City Administrator position for the City of La Crosse, WI

Some people who received this message don't often get email from rgollnik@lacrossecounty.org. [Learn why this is important](#)

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Members of the Common Council –

My name is Bob Gollnik, Executive Director of the La Crosse Area Planning Committee (LAPC), and a transportation planner with over 20 years of experience working across the United States. Our agency focuses on regional transportation planning for the La Crosse-La Crescent area, with the City of La Crosse as our largest member. Our policy board consists of the highest elected officials from 10 area member communities and the La Crosse County Board Chair. We also have two committees that involve multiple City of La Crosse technical staff.

Since becoming Director in 2023, I've had the privilege of working with Mayor Reynolds, who has been an excellent collaborator, fostering many conversations that have benefitted our regional efforts. His leadership and vision has highlighted the importance of professional city management, regardless of who holds office. I agree with Mayor Reynolds that a City Administrator in La Crosse is perhaps more urgent than ever, and long overdue. Cities of La Crosse's size—and even smaller municipalities—commonly have this role to ensure consistent, effective governance. While many points have been outlined for the council, I would like to emphasize a few key areas most relevant to our work and the benefits a City Administrator could bring to La Crosse's growth and development:

1. **Professional Leadership and Continuity:** A city administrator can provide expert leadership to navigate La Crosse's unique opportunities, balancing natural resources like the Mississippi River with sustainable urban growth and other pressing issues. With experience working with public agencies across the area (and state), we see how professional management leads to effective decision-making and sustainable development. An Administrator also provides continuity among departments and external collaborations despite political seasons.
2. **Efficient Resource Allocation:** In cities across the U.S., I've observed that city administrators can excel in maximizing public resources. La Crosse, with its focus on sustainability and community-driven initiatives, would benefit from a administrator who could strategically direct tax dollars, grants, and operational resources among departments and toward high-impact projects such as infrastructure upgrades, housing, and public safety.
3. **Policy Implementation:** La Crosse's recent and ambitious plans—ranging from riverfront development to expanding transit options—require dedicated oversight. A city administrator could streamline the execution of these plans, ensuring they are carried out efficiently and in line with the city's long-term visions.
4. **Day-to-Day Operations:** Managing the complexities of La Crosse, including public safety, environmental challenges like flooding, and a vibrant tourism sector, requires dedicated administrative focus. A city administrator could handle these operational details, freeing the mayor and council to prioritize strategic policy decisions and community engagement.

5. **Long-Term Planning:** Drawing on state and national best practices, a city administrator would help guide La Crosse through strategic growth, including economic development, affordable housing, homelessness concerns, and sustainability. This role would be crucial in planning for the city's future while maintaining a high quality of life for current residents.
6. **Non-Partisan Leadership:** As someone with experience working in diverse political environments, I have seen how a city administrator's non-partisan role ensures that decisions are based on professional expertise and community needs rather than political cycles. La Crosse could benefit from this continuity in leadership. The administrator also serves as a valuable resource in acclimating new administrations to key processes and initiatives within the city.
7. **Improved City Council Functionality:** A city administrator would allow La Crosse's city council to focus on legislation and community engagement, ensuring that administrative functions, such as budgeting and staff management, are professionally handled.
8. **Crisis Management:** From flooding to economic shifts to tourism-related events, La Crosse faces its share of challenges. Having observed city administrators in similar cities, their ability to coordinate rapid, efficient responses in times of crisis ensures better protection for residents and businesses.
9. **Community Engagement:** City administrators in other regions have proven effective at fostering meaningful dialogue between residents, businesses, and local governments. La Crosse, with its strong community identity, would benefit from a city administrator who facilitates this engagement, ensuring that public input drives decision-making.
10. **Accountability and Performance:** The city administrator is accountable to the council and public, La Crosse would see greater transparency and measurable performance in city operations and within city departments. This structure ensures that goals are met and that public trust remains strong.

I believe the role of a City Administrator would significantly enhance La Crosse's governance, providing stability and professional management to address the city's current and future needs while expanding collaborative opportunities with regional partners like us.

Please contact me if any of you would like to discuss further, and I strongly encourage you to consider this important ordinance.

Sincerely,

Bob Gollnik

Bob Gollnik

Executive Director – La Crosse Area Planning Committee (MPO)

Phone 608-785-5977/612-720-1852 Email rgollnik@lacrossecounty.org

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Craig, Sondra

From: Kelly <kellysueleibold@gmail.com>
Sent: Tuesday, October 1, 2024 6:56 AM
To: ZZ Council Members
Subject: Fwd: Support for City Admin in La Crosse

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Good morning City Council members! Please see the forwarded message below.

I saw a great LTE in the Tribune this morning from an Aron Newberry that I'll steal a quote from: "This investment in professional management will pay dividends by creating a more efficient, stable, and prosperous community for all La Crosse residents."

When I was on the City Council in my hometown, a community in southeastern Minnesota of under 4k people, I assumed having a City Administrator was the norm. Even though we had our political differences (as a healthy democracy should), having this leadership position allowed City business to run much more smoothly, and as Aron said, allowed elected officials to focus on long-term vision.

I hope you'll support this at J+A tonight. Thanks for all you do!

You can read the full letter here https://lacrossetribune.com/opinion/letters/la-crosse-needs-consistent-professional-leadership---aron-newberry/article_6bd11530-7ec7-11ef-8174-97834a746b1d.html?fbclid=IwY2xjawFownFleHRuA2FlbQlXMQABHdSwACx2_p015OC2BKbH-pMwqmpF4Av7lBDqr2SA3jonXG3dCCUE3S73ug_aem_Rt30Sry9rG_Ll1v-RbcuFw

----- Forwarded message -----

From: Kelly <kellysueleibold@gmail.com>
Date: Thu, Sep 26, 2024, 3:02 PM
Subject: Support for City Admin in La Crosse
To: <schadebergk@cityoflacrosse.org>

Good afternoon Kristen,

I am writing to express my full support for creating a City Administrator position. I appreciated the comprehensive breakdown of the "rationale" on the City website, too.

As a newly elected supervisor on the La Crosse County Board, I've really enjoyed getting to know our Admin Jane Klekamp and to see how the flow of communication between department heads to her to the Board works. La Crosse County also has the opportunity to work collaboratively with the City on the Pathways Home plan, and you're well aware of the road bumps we've recently had to navigate.

I think an admin in La Crosse would be a huge benefit to the City. Perhaps with more consistency the Mayor's job would be less overwhelming from the start of onboarding and orientation. My small hometown in southeastern Minnesota has had an admin for years, and when I was on Pine Island City Council from

2018 to 2022 I saw firsthand how having an admin kept things internally organized so externally we could provide the best services to our community members.

Hope you're doing well and staying safe. Thanks for all you do.

Kelly Leibold

507-272-5408

Elsen, Nikki

From: Schadeberg, Kristen
Sent: Monday, September 30, 2024 11:26 AM
To: Elsen, Nikki
Subject: FW: City Administrator NO date: 9/25

From: Paul Pierce <munchkinusnavy@yahoo.com>
Sent: Wednesday, September 25, 2024 8:38 AM
To: Schadeberg, Kristen <schadebergk@cityoflacrosse.org>
Subject: City Administrator

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I vote NO to a city administrator. However, I believe the decision is a done deal and it will happen regardless the wishes of the citizens.

The Mayor will then become a figurehead and his duties reduced to groundbreaking and ribbon cutting ceremonies. The Mayor's salary should then become a part time position with a substantial reduction in pay.

Paul Pierce
Life Long La Crosse Resident

Yahoo Mail: Search, Organize, Conquer

Elsen, Nikki

From: Schadeberg, Kristen
Sent: Monday, September 30, 2024 11:28 AM
To: Elsen, Nikki
Subject: City Admin or Mayor but not both Date 9/25/24

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To Whom it may concern,

It seems to me that this position is another costly redundancy, especially at a time when we are cutting services like Libraries and Swimming pools.. Either have a City Administrator or a Mayor-not both. Also if we hire an administrator- combine it with any similar positions involving communications public and interdepartmental. Maybe then someone will oversee departments calling citizens back in a timely fashion.

Sincerely
Mark Flottmeyer
La Crosse Resident and tax payer

You have never been in this exact moment before, so you don't need to pretend you know what to do -
Brian Andreas

Elsen, Nikki

From: Schadeberg, Kristen
Sent: Monday, September 30, 2024 11:28 AM
To: Elsen, Nikki
Subject: FW: City Administrator - Yes Date: 9/25/24

From: Gerald Reichert <outlook_CE5D8961F830C3C6@outlook.com> **On Behalf Of** Gerald Reichert
Sent: Wednesday, September 25, 2024 12:52 PM
To: Schadeberg, Kristen <schadebergk@cityoflacrosse.org>
Subject: City Administrator

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I am 100% in favor of a City Administrator!!!!!!

Sent from Mail for Windows

Elsen, Nikki

From: Schadeberg, Kristen
Sent: Monday, September 30, 2024 11:29 AM
To: Elsen, Nikki
Subject: FW: City Manager Position - Yes date: 9_25_24

From: Michael Kopski <medk557@yahoo.com>
Sent: Wednesday, September 25, 2024 3:54 PM
To: Schadeberg, Kristen <schadebergk@cityoflacrosse.org>
Subject: City Manager Position

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Good Afternoon

My feelings on the new City Managers position is a positive, as I believe La Crosse has grown to a size where people who have ran, and won for Mayor don't have the knowledge, and background to manage a city of our size. I also believe the Mayors position should be a position of being a tie breaker for the Common Council, and a Ambassador for the City of La Crosse only . If the average salary of a City Manager is around 185,000.00, and the current Mayor is at 77,000.00, I believe the Mayor's position being non managerial should be shaved to 50,000.00, with an expense account of 25,000.00 as an Ambassador for the City, so he can ride in all the area parades, and festivals.

Sincerely
Michael Kopski
1811 Market
La Crosse, WI.
medk557@yahoo.com

Yahoo Mail: Search, Organize, Conquer

Elsen, Nikki

From: Schadeberg, Kristen
Sent: Monday, September 30, 2024 11:30 AM
To: Elsen, Nikki
Subject: City Admin NO 9_25_24

schadebergk@cityoflacrosse.org
Office: 608.789.8696
Cell (preferred): 605.413.7596

FOR NEWS AND UPDATES SIGN UP FOR E-NOTIFICATIONS [HERE](#)

From: randy kemp <kemps2112@gmail.com>
Sent: Thursday, September 26, 2024 9:24 AM
To: Schadeberg, Kristen <schadebergk@cityoflacrosse.org>
Subject: The idea of hiring a City Administrator is another big waste of tax payers money. Most of the job descriptions are duties the Mayor is supposed to be doing. If the Mayor can't or won't do his job, and wants to foist it off on someone else, maybe he sho...

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Elsen, Nikki

From: Schadeberg, Kristen
Sent: Monday, September 30, 2024 11:31 AM
To: Elsen, Nikki
Subject: City Admin Yes 9_26_24

From: Kelly <kellysueleibold@gmail.com>
Sent: Thursday, September 26, 2024 3:03 PM
To: Schadeberg, Kristen <schadebergk@cityoflacrosse.org>
Subject: Support for City Admin in La Crosse

You don't often get email from kellysueleibold@gmail.com. [Learn why this is important](#)

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Good afternoon Kristen,

I am writing to express my full support for creating a City Administrator position. I appreciated the comprehensive breakdown of the "rationale" on the City website, too.

As a newly elected supervisor on the La Crosse County Board, I've really enjoyed getting to know our Admin Jane Klekamp and to see how the flow of communication between department heads to her to the Board works. La Crosse County also has the opportunity to work collaboratively with the City on the Pathways Home plan, and you're well aware of the road bumps we've recently had to navigate.

I think an admin in La Crosse would be a huge benefit to the City. Perhaps with more consistency the Mayor's job would be less overwhelming from the start of onboarding and orientation. My small hometown in southeastern Minnesota has had an admin for years, and when I was on Pine Island City Council from 2018 to 2022 I saw firsthand how having an admin kept things internally organized so externally we could provide the best services to our community members.

Hope you're doing well and staying safe. Thanks for all you do.

Kelly Leibold
507-272-5408

Craig, Sondra

From: Aron Newberry <newberry54601@gmail.com>
Sent: Tuesday, October 1, 2024 3:13 PM
To: ZZ Council Members
Subject: Agenda Item 24-1287 Support letter for County Admin.

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As La Crosse continues to grow, it's time to consider the benefits of hiring a professional city administrator to manage day-to-day operations and ensure efficient, transparent governance. Cities and counties nationwide, big and small, including local examples like the city of Onalaska and Trempealeau County, have successfully hired administrators to streamline services, improve accountability and save taxpayer money.

A city administrator brings professional expertise in public finance, urban planning and service coordination — skills critical to our community's sustainable growth. This role would allow our elected officials to focus on leadership and long-term vision while ensuring city operations run smoothly and effectively.

This model would benefit local businesses, community organizations and residents alike. Supporters include small business owners, the chamber of commerce, neighborhood associations and nonprofit groups that recognize the value of consistent, professional management. A city administrator can help us attract investment, improve infrastructure and provide better services to residents without the political pressures that often complicate decision-making. This investment in professional management will pay dividends by creating a more efficient, stable, and prosperous community for all La Crosse residents.

Vote Yes on approving a City Administrator position.

Sincerely,

Aron Newberry

913 6th St. S.

La Crosse, WI 54601

Elsen, Nikki

From: Schadeberg, Kristen
Sent: Tuesday, October 1, 2024 8:50 AM
To: Elsen, Nikki
Subject: FW: City Administrator - Yes 10_1 _24

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As a former personnel director for the city, I would agree that a City Administrator would be appropriate for a city the size of La Crosse provided a well qualified professional is selected. The Administrator must be of course kept free from the political arena with removal for cause only.

Jerome Rusch
La Crosse, WI

If you want to speak on an agenda item, please sign up at least 10 minutes before the start of the meeting.

Registration slips are not collected once the meeting begins but will be made part of the record.

MEETING REGISTRATION

Name: Paul Borsheim Date: 10-1-24
PLEASE PRINT

Municipality of Residence: Nellisville

Representation: Borton Construction
If you are representing an organization or person other than yourself at this meeting.

Agenda Item #: 24 - 1287
Please fill out a separate sheet for each piece of legislation in which you are registering.

Do you support or oppose the agenda item?

- ☒ Support
☐ Oppose
☐ Neither support nor oppose

Do you want to speak?

- ☒ Yes, I want to speak.
☐ No, I do not want to speak.
☐ I do not want to speak, but I am available to answer questions.

If you want to speak on an agenda item, please sign up at least 10 minutes before the start of the meeting.

Registration slips are not collected once the meeting begins but will be made part of the record.

MEETING REGISTRATION

Name: BILL HARDEN Date: 10/1
PLEASE PRINT

Municipality of Residence: La Crosse

Representation: Myself
If you are representing an organization or person other than yourself at this meeting.

Agenda Item #: 24-1287
Please fill out a separate sheet for each piece of legislation in which you are registering.

Do you support or oppose the agenda item?

☐ Support

☒ Oppose

☐ Neither support nor oppose

Do you want to speak?

☒ Yes, I want to speak.

☐ No, I do not want to speak.

☐ I do not want to speak, but I am available to answer questions.

If you want to speak on an agenda item, please sign up at least 10 minutes before the start of the meeting.

Registration slips are not collected once the meeting begins but will be made part of the record.

MEETING REGISTRATION

Name: Andrew Ericson Date: 10/1/24
PLEASE PRINT

Municipality of Residence: La Crosse

Representation: _____
If you are representing an organization or person other than yourself at this meeting.

Agenda Item #: 24-1287
Please fill out a separate sheet for each piece of legislation in which you are registering.

Do you support or oppose the agenda item?

- ☒ Support
☐ Oppose
☐ Neither support nor oppose

Do you want to speak?

- ☒ Yes, I want to speak.
☐ No, I do not want to speak.
☐ I do not want to speak, but I am available to answer questions.

GUNDERSEN HEALTH SYSTEM®

October 1, 2024

City of La Crosse
Common Council
400 La Crosse Street
La Crosse, WI 54601

To Whom It May Concern,

Please accept this letter in support of the charter ordinance to create section 19 of Appendix A of the Code of Ordinances of the City of La Crosse creating the position, duties and responsibilities of the Office of the City Administrator and removing duties from the Office of the Mayor.

Many of the core issues our community faces—both the challenges and the opportunities—are long-term issues. These are conditions we will face for decades, not months or even years. A community our size needs operational guidance and certainty to advance addressing these issues as directed by the elected Council and the Mayor. The creation of a City Administrator position would allow for continuity in daily operations of the city and would bring expertise and professional training in the operations of critical services in local government including emergency services, public safety, intergovernmental relations, and community development. A City Administrator has the potential to further the efficiency and effectiveness of services in the City of La Crosse, allowing for continued leadership in the region and beyond. La Crosse is poised to continue its rise as a premier community in the Upper Midwest. Implementing a full-time City Administrator will help advance that rise, allowing our elected leaders to focus on vision and policy while the Administrator manages operations. This will help city government be even more responsive to all citizens.

Gundersen Health System—becoming Emplify Health—experiences firsthand many ways municipal services and operations of the City of La Crosse impact our patients, staff, and the community. I appreciate your thoughtful attention to this request and ask you to support and advance this proposal. Please do not hesitate to contact me if you have any questions or concerns.

Sincerely,



Heather Schimmers
President, Emplify Health, Gundersen Region

From: Wendy Butler <wbwb2@icloud.com>
Sent: Wednesday, October 2, 2024 12:55 PM
To: ZZ Council Members
Subject: City administrator

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Dear City Council Members,

I strongly support approval of item 24-1287 to hire an administrator for the city of La Crosse. A professional with expertise in planning, finance, and service coordination will be a strong support for our department heads and will save taxpayer money. I also support continuing our mayoral position - full time or part time to be determined in the future.

Aaron Newberry's recent letter to the La Crosse Tribune succinctly states my views.
Please support the hiring of a city administrator.

Thank you for your service to the citizens of La Crosse.

Wendy Butler
1224 Heritage Court
La Crosse
68 317-8865
Sent from my iPad

Dear Mayor and Common Council,

RE: Professionally trained and experienced Administrator

I am writing this letter to underscore the crucial need for a professional Administrator in the City of La Crosse. The role of an Administrator is pivotal in ensuring the smooth functioning of the city's operations. Below, I present my thoughts and comments on this matter.

No matter the organization, be it a non-profit, educational institution, governmental body, small business, or corporate enterprise, many factors contribute to the organization's health. The organization's health allows for adaption to change, creates the culture, determines production outputs, maximizes allocation of financial resources, and creates the greatest service for the customer. While there are many factors in creating healthy organizations, three main factors are Leadership, Structure, and Professional Skill Requirements. Working on your organizational health is a pursuit in which improvement always exists, change is constantly necessary, and creating the proper focus is absolute. Like many of you working in various roles in different types of organizations, I have learned to ask a fundamental question with both little issues, conflict resolution, and significant decisions that question is "What does great look like?" Once "great" is defined, putting the pieces to pursue that objective becomes relatively easy. From my vantage point of view, "What does great look like?" for the City of La Crosse operations platform, it is easy to define that our city has a structural issue that causes a skills gap. Below, I will define some of these issues from my perspective, with the caveat that there is no silver bullet to improving an organization. It is constantly focused on intentional work "on" the organization versus working "in" the organization. We must recognize these issues and work towards change and improvement in our city's operations.

In the case of a city, the vision is the will of the people (which in written form is all the plans sitting on the shelves, some of which may be lacking implementation); the leadership is based on whom they choose to represent them. We choose to have an elected administrator (mayor) handling day-to-day operations; we elect a new administrator every 6.2 years since Mayor Medinger was in office. Then, we expect this person to have all the skills required to administer the city's business. I often joke that every 6.2 years, the whole City of La Crosse gets on a giant airplane, then we elect one of us as our pilot and hope like heck they have enough skill to get it off the ground and, more importantly, land the plane with most of us surviving. The probability of electing someone with the skills required to manage the complexity of a city is as close to zero as you can get. To make matters worse, this "newly elected administrator" manages the city's day-to-day operations but has zero authority to get the work done, as that lies with our common council. Fundamentally, our structure creates an administrator without professional skill, then provides a work environment in which they have no authority. This is not what great looks like. We need a collaborative effort to address these issues and create a better future for our city.

Having worked in many communities, my experience in working with communities with a professional Administration there are many benefits. Three recent projects we have worked on are as follows:

1. Professional administrators implement plans effectively. We did a \$18 million project approximately three years ago; we were selected via RFP in mid-April. By August 1st, we had completed all entitlements, and excavators were moving dirt for the project. Our team spent less than 4 hours in public meetings. This project also included approximately \$1M in public

sector projects that we completed in our scope of work. How? The administrator managed the process with professional skill, and the whole team at the city knew their marching orders and timeline for getting work done. This administrator's plans were not on a shelf; the team was implementing the people's plans, and the council was exceptionally well informed and received updates on the process; they knew the city business. This administrator knew the city economics so well that they provided us with the market rate rent projection with examples; additionally, due to the public-private partnership, they also knew the support needed to make the project work. This administrator and staff "knew their numbers." We are starting another project in the community in 2025. This community is the benchmark for what does great look like.

2. On September 16th, we broke ground on a \$32 million public-private partnership, including a new public library, community center, and 78 residential units. This collaborative project included many partners, including the school district, senior center, library board, several community members, vision groups, and our development team. This comprehensive project with significant deal structure complexity falls on the skill of one person, a first-time city administrator who worked his way up the ladder and was professionally educated and trained. The city administrator has managed this process with timelines and specifics, laid out steps to finish, facilitated vital community input, and managed the outside professional services required for a successful project. The mayor and council were active in this project's public meetings, engaged in the vetting process, and, most importantly, championed this great new addition to the community's urban core and its lasting impact. In La Crosse, we closed libraries.
3. The final project will be very familiar. An experienced administrator led it at the time, taking place in the core of the City of La Crosse. At the time of construction, it was one of the larger dollar-volume projects in the city's core. This project was led by the County Administrator and included a county administration building, Belle Square Block, and The Hub on the 6th. These three projects changed our urban core and turned parking lots into residential housing and business use, converting a minimally used bank building and repurposing it for county offices and turning an asbestos-infused office building to be repurposed for housing, which includes condos. The role of the administrator was critical; I think you would be hard-pressed to "elect" the required professional skill needed to put this project together.

Other strategic differences between our current structure and that of a city administrator, from my experience, are as follows:

1. Having a trained professional administer the duties associated with the day-to-day management of a city allows elected officials to be more impactful in their service to the community. An effective administrator will provide thoughtful expertise, excellent communication, good training, and a comprehensive approach to supporting the vision of the elected officials/community, which causes and empowers more of the people's vision to be done. An administrator managing day-to-day details strengthens the voice of the people.
2. The number of people willing to run for office will increase as it will not be a full-time job. I appreciate the work our current and past council have put into running our city, but let's face it, it is a considerable time commitment that most people can't do. This time commitment is a prime example of structural deficiency in the city operations. I serve on non-profit boards, but

only if they have paid professional staff, which allows me to contribute to my area of expertise without an extra full-time or part-time job.

3. A professional administrator will create an environment where all department heads can focus on the production needed to complete the community's vision with the authority to make necessary changes. Currently, our mayor has responsibilities/duties to perform. Still, the reality is the council manages those department heads, and the authority to replace department heads lies in the hands of the council, which creates a work environment in which a department head does not have to listen to our weak mayor. We have a lot of excellent department heads in the city; we also have department heads who choose not to follow the direction of the Mayor, as I have witnessed over the years. In essence, our mayor has responsibility with no authority, which is a broken operating platform, leading to a workplace that is less than desirable. With candor, our workforce deserves a trained, professional, and competent supervisor.
4. Communities need capital from the private sector to complete projects and facilitate economic development. In essence, our community is competing with other communities for that capital. I recently spoke at the Economic Development Association of Minnesota Summer Conference. After the presentation, I met several professional staff and administrators working to move their communities forward; I did not meet a single mayor. They are not even in the game.
5. Our current structure creates a void in leadership in day-to-day operations as our typical modern-day mayor's tenure is 6.2 years; the first half or more of their tenure is just figuring out the job and developing professional skills. When you have this void in leadership, it creates an environment of a de facto administrator. For many years of my early career, this role was served by our Director of Planning, Larry Kirch. Larry, in essence, served as a City Administrator. I don't think he asked to be in the role; he was just willing to do the work and filled the void the best he could.
6. By having a professionally trained Administrator, the mayor can more effectively lead in implementing the people's vision. For a couple of reasons, but typically, in most organizations, the visionary and implementer are not the same person, and the skills required are different. Let the Mayor be the champion voice and visionary of the people's will. Let a qualified, trained, and professional Administrator excel in the operations and implementation of the people's business.
7. Regarding the cost of this new position, the cost is what you will pay for an administrator. You will get the value by fixing the broken operating platform. A simple 1% savings in efficiency in a 75-million-dollar budget will more than pay for this position, but the real value lies in unrealized opportunity cost. To see this in action, what was the net benefit of new tax revenue, homes created, and economic impact in example 3 above?

I could continue regarding the value and benefits of a city administrator in creating a healthy organization focusing on Leadership, Structure, and Professional Skills. But I will end by saying that I believe this decision is the most critical to come before the council during my time working in the city. Now is the time to act and work "on" the structural problems within the city by hiring a city administrator to implement the vision created by our elected body.

As always, if I can help in any way, I will. Thank you for reading this letter. I am cheering you on in this decision.

Marvin Wanders

Elsen, Nikki

From: Schadeberg, Kristen
Sent: Tuesday, October 8, 2024 3:27 PM
To: Elsen, Nikki
Subject: FW: City Administrator Salary 10/8/24

Sent: Tuesday, October 8, 2024 3:24 PM
To: Schadeberg, Kristen <schadebergk@cityoflacrosse.org>
Subject: City Administrator Salary

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The considered salary of the possible City Administrator for the City of La Crosse is more than DOUBLE that of the Elected, publicly chosen Mayor of La Crosse, Wisconsin.
It is time for the La Crosse City Council to make reasonable and acceptable decisions for non-elected persons of POWER!

James W. Sheffer, Behavioral Science, R.N.

Sent from my Aspire ES 15

Elsen, Nikki

From: Elsenn@cityoflacrosse.org
Subject: FW: CityAdministrator 10_08_24

From: Gretchen Burns <gobvol@gmail.com>
Sent: Tuesday, October 8, 2024 3:46 PM
To: Schadeberg, Kristen <schadebergk@cityoflacrosse.org>
Subject: CityAdministrator

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I am in favor of a city administrator. The mayor's race in the recent years has been merely a popularity contest with most being unqualified and unable to meet the many needs of our city. Once elected we discover the inadequacies of the mayor and are unable to remedy it until next election cycle. I don't see why we should have both. Perhaps so the mayor can be a meet and great and ceremonial head. If we have both then the mayor's salary should be decreased to help defray the administrator's salary and the mayor would have fewer responsibilities. We are at a crucial point in the survival of the quality of our city. It is very difficult to compete with our neighboring cities in many categories and we need an intelligent and motivating leader. Perhaps a city administrator is an answer.



Human Resources

400 La Crosse St., La Crosse, WI 54601 • Tel: (608) 789-7595 • Fax: (608) 789-7598
www.cityoflacrosse.org HR@cityoflacrosse.org

TO: Common Council
Mayor Reynolds

FROM: Rebecca Franzen, Director of Human Resources

DATE: October 3rd, 2024

RE: Anticipated Costs for City Administrator

Please find below the anticipated wages and benefits for the City Administrator position, should it be approved by Common Council.

As previously stated, the recommendation by McGrath Human Resources Group is that the City Administrator position be compensated at approximately 20% - 25% higher than department head positions to maintain an appropriate level of separation between the positions. Additional costs related to the position that have been assumed include (1) WRS employer contributions of 6.95%, (2) FICA Tax, (3) Health Insurance, (4) Life Insurance/Income Continuation Insurance, and (5) Non-Personal Expenses such as travel, training/registrations, memberships, and office supplies.

Based on 20% Higher Than Current Highest Paid

	City Administrator	Notes
Contract Paid		
Hours	2080	
Hourly Rate	\$ 89.73	
Subtotal	\$ 186,645.89	
WRS (6.95% of Salary)	\$ 12,971.89	21.2% Insurance Rate and 3% COLA for 2025 assumed; both subject to change based on final budget.
FICA (7.65% of Salary)	\$ 14,278.41	
Health Insurance	\$ 17,552.87	
Life/ICI Insurances		
(.006% of Salary)	\$ 1,119.88	Based on the highest paid employee as of 9.5.24 at Grade 19, Step 10
Non-Personal Expenses*	\$ 10,000.00	
	<u>\$ 242,568.94</u>	

Based on 25% Higher Than Current Highest Paid

	City Administrator	Notes
Contract Paid		
Hours	2080	
Hourly Rate	\$ 93.47	
Subtotal	\$ 194,422.80	
WRS (6.95% of Salary)	\$ 13,512.38	21.2% Insurance Rate and 3% COLA for 2025 assumed; both subject to change based on final budget.
FICA (7.65% of Salary)	\$ 14,873.34	
Health Insurance	\$ 17,552.87	
Life/ICI Insurances		
(.006% of Salary)	\$ 1,166.54	Based on the highest paid employee as of 9.5.24 at Grade 19, Step 10
Non-Personal Expenses*	\$ 10,000.00	
	<u>\$ 251,527.94</u>	

*Non-Personal Expenses: Travel, Training/Registrations, Memberships, Office Supplies

Rebecca A. Franzen, SHRM-CP
Director of Human Resources
Gwendolyn A. Benish
Human Resources Generalist

Audra M. Bloom
Employee Benefits Specialist
Angela M. Berget
Human Resources Assistant

Angela R. Leisso
Sr. Human Resources Generalist
Heidi L. Stein
Wellness Coordinator

The City Administrator's wages and benefits will be paid by the General Fund (50%), Enterprise Fund (45%) and TIF Admin (5%).

Based on the hiring plan that is proposed, we likely will not fill the role until July 2025. Below is an estimated budgetary impact for 2025. The Director of Finance and I are anticipating a cost of **\$121,284.47** - **\$125,763.97** for 2025.

Based on 20% Higher Than Current Highest

Paid Employee

General Fund	50%	\$	60,642.24
Enterprise Fund	45%	\$	54,578.01
TIF Admin	5%	\$	6,064.22
			<u>\$ 121,284.47</u>

Based on 25% Higher Than Current Highest

Paid Employee

General Fund	50%	\$	62,881.99
Enterprise Fund	45%	\$	56,593.79
TIF Admin	5%	\$	6,288.20
			<u>\$ 125,763.97</u>



Human Resources

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www.cityoflacrosse.org HR@cityoflacrosse.org

TO: Common Council
Mayor Reynolds

FROM: Rebecca Franzen, Director of Human Resources

DATE: October 3rd, 2024

RE: Draft Hiring Plan for City Administrator

The Hiring Team:

To properly facilitate the hiring process of **City Administrator**, it is the Director of Human Resources recommendation that the hiring process is facilitated by a team referred to as the *City Administrator Search Team* with two sub teams: (1) the core team and (2) the selection team. The core team's role is to manage the logistics of the process which includes outreach planning, time-lining, crafting position advertisements, etc. The members of the core team would be members of the Human Resources department and the recruitment firm.

The selection team's role will be to participate in the screening process (i.e. resume review, virtual interview, in-person interviews and any other necessary subsequent interviews or public listening sessions). This team will be responsible for the final candidate selection.

The City Administrator Search Team will consist of at least 6 members. To ensure we have fair representation in the selection process, the selection team will be at least one (1) Finance and Personnel Committee member, at least one (1) Executive Committee member, the Mayor, at least two (2) department heads and the Director of Human Resources.

Announcing the Position:

With the help and partnership of an executive recruitment firm, the position will be announced via numerous sources to ensure that a qualified, diverse pool of applicants is reached.

The Core Team will announce and advertise the position via the following channels:

- Recruitment firm reaching out to individuals and organizations on an outreach list.
- Social media (Facebook, LinkedIn, etc.)
- Wisconsin City/County Management Association job board
- Specialized mail advertising by recruitment firm
- City's website
- Governmentjobs.com job board
- Any other locations recommended by the executive recruitment firm

The core team will monitor how frequently the job opening pages are visited and if we become concerned that we are not generating enough interest in the position, we will re-evaluate our approach and/or extend the application window.

Rebecca A. Franzen, SHRM-CP
Director of Human Resources
Gwendolyn A. Benish
Human Resources Generalist

Audra M. Bloom
Employee Benefits Specialist
Angela M. Berget
Human Resources Assistant

Angela R. Leisso
Sr. Human Resources Generalist
Heidi L. Stein
Wellness Coordinator

Screening the Candidates:

The Director of Human Resources will input all applicants into a tracking spreadsheet. The tracking spreadsheet will include a list of desired and required competencies that the screening team will use to review resumes and cover letters. The screening team will review all cover letters, resumes and key information about each candidate in the tracking sheet. Candidates will be rated red/yellow/green on how well they match the competencies listed in the job description/ordinance.

The screening team will have a virtual interview with all candidates that have been classified as green. Candidates classified as yellow will be revisited if we have any concerns about the strength of the green candidate pool. Candidates in the red pool will be sent regret notices.

Currently, the Director of Human Resources is anticipating at least two in-person interviews with the selection committee. Although this is subject to change based on how the interviews progress and if there is a need for further clarification from any candidate or the entire Common Council would like to host a special meeting and interview the candidate(s).

Hiring Timeline:

Date	Task
By December 31 st	City Administrator Search Team is established with members from: <ul style="list-style-type: none">▪ Executive Committee▪ Finance and Personnel Committee▪ Department Heads▪ Mayor▪ Director of Human Resources
January 1 – January 31	Director of Human Resources gathers information on executive recruitment firms and brings a recommendation forward to the City Administrator Search Team.
March 3 rd	Job posting goes live on all forms of marketing (i.e. website, social media, specialty organizations, etc.).
April 4 th	End of Application Period
April 4 th – 18 th	Resume screening with selection team
April 28 th – May 9 th	Virtual Interviews with Candidates
May 19 th – May 30 th	First Round of In-Person Interviews with Candidates
June 9 th – June 20 th	Second Round of In-Person Interviews with Candidates <ul style="list-style-type: none">▪ This will include a tour of the City with the La Crosse Chamber of Commerce's First Friend Program
Week of June 23 rd	Make Contingent Offer to Candidate <ul style="list-style-type: none">▪ Contingent on background check▪ Pre-Employment Drug Screening
July 10 th	Candidate selection confirmed by Common Council
Week of July 28 th	City Administrator Hired

**Any breaks between dates on the schedule are intended to provide notice to the candidate to ensure availability and scheduling for potential travel to and from the City of La Crosse.*

***This is a tentative schedule and subject to change. We may add additional interviews with the full Common Council or additional department heads but that will be determined by the City Administrator Search Team.*



Human Resources

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www.cityoflacrosse.org HR@cityoflacrosse.org

Selection of the Candidate:

The candidate selected for the role of City Administrator will be selected based on their education, qualifications and responses throughout the interview process.

The selection team will convene after each round of the screening process to review the candidates and determine which individuals will move forward to the next round and ultimately are extended a contingent offer.

The candidate selected for a contingent offer will be granted based on a majority vote of the City Administrator Search Team. The selection will be confirmed by the full Common Council.

Once a candidate is selected, the Director of Human Resources will work with the selection team and the executive recruitment firm to determine a wage offer for the candidate and create a contract with the partnership of the legal department. The candidate will undergo a background check, and a pre-employment drug screening conducted by a third-party.

Onboarding:

Once the candidate has accepted the City's offer, all further onboarding will be handled by the Human Resources Department per usual City practice.

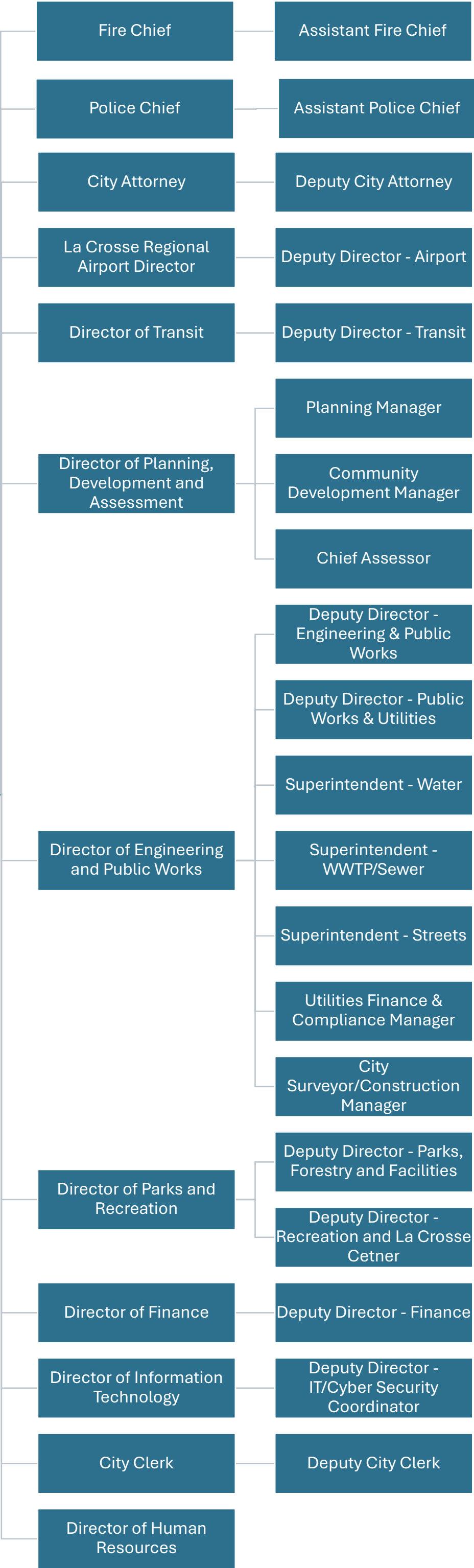
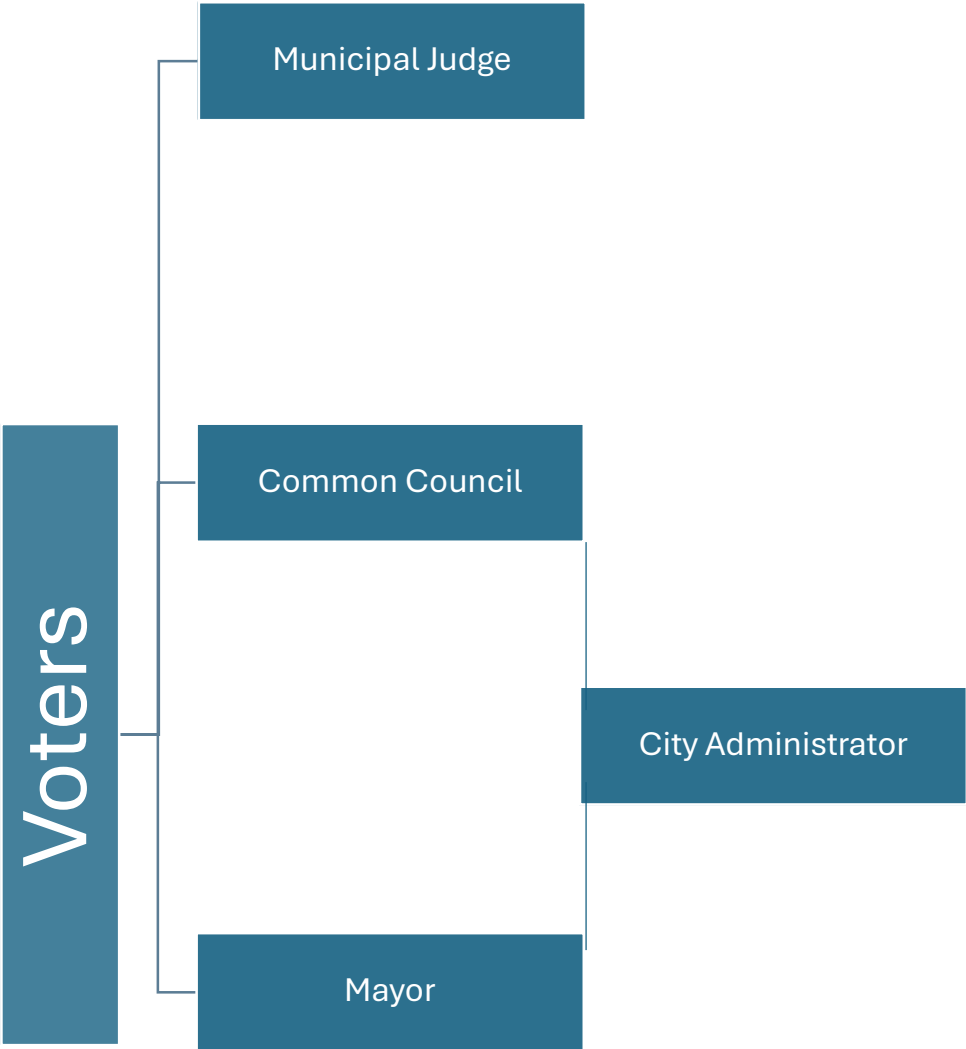
Rebecca A. Franzen, SHRM-CP
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Audra M. Bloom
Employee Benefits Specialist
Angela M. Berget
Human Resources Assistant

Angela R. Leisso
Sr. Human Resources Generalist
Heidi L. Stein
Wellness Coordinator

NOTE: the Library Board directly oversees the Library Director and staff of the La Crosse Public Library system. Boards/Commissions are not listed on this organizational chart.

NOTE: the Police and Fire Commission have authority over the Police Chief and Fire Chief for staffing (hiring, firing and discipline), but the City Administrator would have operational authority over the Police and Fire department. Boards, Committees and Commissions are not listed on the organizational chart.



Elsen, Nikki

From: Schadeberg, Kristen
Sent: Wednesday, October 9, 2024 10:08 AM
To: Elsen, Nikki
Subject: FW: City Administrator Position 10_09_24

From: Paul Pierce <munchkinusnavy@yahoo.com>
Sent: Wednesday, October 9, 2024 9:00 AM
To: Schadeberg, Kristen <schadebergk@cityoflacrosse.org>
Subject: City Administrator Position

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I vote NO to a city administrator. However, I believe the decision is a done deal and it will happen regardless the wishes of the citizens.

The Mayor will then become a figurehead and his duties reduced to groundbreaking and ribbon cutting ceremonies.

The Mayor's salary should then become a part time position with a substantial reduction in pay.

Paul Pierce
Life Long La Crosse Resident

Elsen, Nikki

From: Schadeberg, Kristen
Sent: Wednesday, October 9, 2024 6:25 AM
To: Elsen, Nikki
Cc: Reynolds, Mitch
Subject: FW: City Administrator 10_8_24

From: Ruth Kurinsky <rkurin2@gmail.com>
Sent: Tuesday, October 8, 2024 5:09 PM
To: Schadeberg, Kristen <schadebergk@cityoflacrosse.org>
Subject: City Administrator

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I am not in favor of adding a city administrator. We don't need both a mayor and city administrator. Have one or the other not both.

Elsen, Nikki

From: Schadeberg, Kristen
Sent: Wednesday, October 9, 2024 6:24 AM
To: Elsen, Nikki
Cc: Reynolds, Mitch
Subject: FW: City Administrator Input 10_8_24

From: Anna Sprague <sprague.anna@gmail.com>
Sent: Tuesday, October 8, 2024 9:19 PM
To: Schadeberg, Kristen <schadebergk@cityoflacrosse.org>
Subject: City Administrator Input

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Dear Mx. Schadeberg and Council Members,

I am writing as a citizen residing at 1715 Barnabee Rd in La Crosse, WI, to express my support of adding a public administrator into the La Crosse's City Government. My personal and professional experience with the City of La Crosse has provided many opportunities to see where this position would benefit the City and its citizens. There are a number of silos that I have experienced between the various departments and depending on who you talk to at the City, you may get somewhat different answers or not be made aware of other resources available. Having someone with the daily oversight and authority to project manage the various departments in alignment with the goals set by the Mayor and Council would create efficiencies both within and across departments and externally with partner organizations.

I understand this can feel like a tremendous change and budget update but this is one of those moves that will allow for positive growth and will undoubtedly bring new opportunities as well as cost savings from the success of having a qualified administrator keeping the beat for everyone to work in tandem instead of against each other. Many other cities have shown what a successful working relationship can be with a city administrator, mayor and council, and I believe La Crosse is in a great position to see these benefits as well.

I'm happy to speak more about my experiences, and I encourage the City to support this new position from the mindset of an opportunity for growth.

Thank you,

Anna Sprague

Elsen, Nikki

From: Schadeberg, Kristen
Sent: Wednesday, October 9, 2024 6:24 AM
To: Elsen, Nikki
Cc: Reynolds, Mitch
Subject: FW: Public Comment: Proposal to Create a City Administrator 10_8_24

From: Trevor Sprague <tcsprague@gmail.com>
Sent: Tuesday, October 8, 2024 9:33 PM
To: Schadeberg, Kristen <schadebergk@cityoflacrosse.org>
Subject: Public Comment: Proposal to Create a City Administrator

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Good evening,

I am writing in support of creating a city administrator position for La Crosse. A municipality of our size maintains a considerable workforce across numerous departments that requires greater coordination for day-to-day operations than we currently experience.

As an elected political official, the mayor is in the position to have more direction in policy and working with the common council. Individuals elected to the role of mayor often have no background in public administration, or even business administration, whereas a qualified City Administrator candidate would bring that experience directly to bear on the work of the city. An administrator free from the political process can provide consistency and efficiency in daily operations, provide more complete information and timely information to aid the mayor and council, and improve services for the entire community.

I believe the proposal is a good idea that would bring much needed support to our city employees, find and create efficiencies in the city's operations, and provide consistency among personnel changes in the common council and mayor's office.

Thank you,

Trevor Sprague
1715 Barnabee Rd.
La Crosse

Elsen, Nikki

From: Schadeberg, Kristen
Sent: Wednesday, October 9, 2024 6:23 AM
To: Elsen, Nikki
Cc: Reynolds, Mitch
Subject: FW: City Administrator Position 10_8_24

From: David Buroker <peabody59@gmail.com>
Sent: Tuesday, October 8, 2024 5:16 PM
To: Schadeberg, Kristen <schadebergk@cityoflacrosse.org>
Subject: City Administrator Position

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To Whom It May Concern:

I led the City of La Crosse Human Resources Department for 5 years. After the conclusion of my first year in my position, the Mayor at that time, Tim Kabat, asked me to write a summary of my first year and provide any thoughts I had about how the City could do things more efficiently. My first suggestion was to add a City Administrator position. My rationale for this addition was the position would take the politics out of managing the operations of the city and it would help it run more effectively and efficiently.

The comparison I made at the time was to envision the Mayor being the Chief Executive Officer (CEO) of the city and the City Administrator being the Chief Operating Officer (COO). The Mayor would be the person providing their vision for the City and the City Administrator would be the one overseeing the operations.

In addition, since the City Administrator would be a city employee (not an elected official), it would also add consistency to the operations should there be turnover in the Mayor position.

This is a model that has proven to be very successful in other communities throughout the US. I strongly support Mayor Reynolds' recommendation in adding this position.

Sincerely,

David Buroker
2208 Main Street
La Crosse, WI
Former Director of Human Resources

Elsen, Nikki

From: Elsenn@cityoflacrosse.org
Subject: FW: In support of a City Administrator position 10_9_24

From: Natalie Heneghan <natalie.heneghan@gmail.com>
Sent: Wednesday, October 9, 2024 2:47 PM
To: Schadeberg, Kristen <schadebergk@cityoflacrosse.org>
Subject: In support of a City Administrator position

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Hello,

I'm writing to express my support of the proposal to create a City Administrator position for the City of La Crosse.

An administrator would bring more clarity and oversight to day-to-day processes. The person hired could effectively delegate and execute on Council's policies. This is an exciting prospect for taxpayers, local businesses, nonprofit agencies, and others who rely on a strong local government.

In both personal and professional situations, I've been frustrated by a lack of cross-departmental communication, clear over-burdening of city staff, and avoidable inefficiencies within La Crosse's city government. It's concerning to see all the missed opportunities and miscommunication. Many city staff I interact with fully acknowledge the gaps. I am confident the cost of hiring a City Administrator would immediately be offset by more efficient use of staff (and taxpayer) time and resources.

La Crosse must step up and join the ranks of municipalities across Wisconsin and throughout the nation that understand local government must be run efficiently, effectively, and transparently--and that it takes a talented executive to make that happen. Thank you for considering this proposal and reading my comments.

Thanks,
Natalie Heneghan

From: Andrew Ericson <ericson.andrew777@gmail.com>
Sent: Thursday, October 10, 2024 9:03 AM
To: Schadeberg, Kristen; ZZ City Clerk External
Subject: City Administrator Support

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Mayor Reynolds and Common Council,

I am writing to express my strong support for the creation of the City Administrator position in La Crosse.

As I mentioned during the J&A meeting last week, I fully endorse this initiative. Since Mayor Reynolds first brought up the idea in his State of the City address last January, I've been giving it a lot of thought. Initially, I was unsure, as I hadn't heard much about the role before. But the more I learned, the more it made sense. It's a smart, practical solution for a city like ours. Frankly, it was surprising to realize that we don't already have a "COO" type role. As I've come to understand the broad and nearly impossible responsibilities currently placed on the Mayor, it makes me wonder why we've waited so long to act.

Reading our comprehensive plan fills me with excitement for what this wonderful city can grow into. But if we truly want to reach that vision, we need to be serious about how we manage our operations now. I believe the best way to set us up for future success is by bringing in a City Administrator as soon as possible.

I understand the concerns about adding expenses to an already tight budget. For a moment, that gave me pause as well. But then I realized that part of the reason we're facing these budget challenges is due to short-term thinking and decision-making. This budget situation should serve as a wake-up call—an opportunity to bring on a City Administrator who can help us plan for the long term and manage our human, financial, and capital resources more effectively in the face of difficult headwinds.

I appreciate that La Crosse isn't breaking new ground with this discussion. The City Administrator role has been successfully implemented in municipalities across Wisconsin.

Looking ahead to the next mayoral election, I've been considering the difficult decision that city residents will have to make. On one hand, voters are looking for a mayor with a clear vision for the city's future in a shifting political environment. On the other hand, the role requires someone capable of managing the day-to-day operations of the city. It's almost impossible for voters to assess whether a prospective mayor would excel as a "COO" without the kind of thorough interview process and reference checks you'd expect for such a role. We need to separate these two functions.

In conclusion, I want what is best for La Crosse, and I firmly believe that creating a City Administrator position is the best path forward for our city.

Respectfully,
Andrew Ericson
La Crosse

Elsen, Nikki

From: Elsenn@cityoflacrosse.org
Subject: FW: City Administrator 10_09_24

From: Troy Nedegaard <tnedegaard21@gmail.com>
Sent: Wednesday, October 9, 2024 7:45 PM
To: Schadeberg, Kristen <schadebergk@cityoflacrosse.org>
Subject: City Administrator

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Given the opportunity to express my opinion I am not in favor of a proposed City Administrator. This is a waste of City financial resources (Tax payers dollars). This is taking away powers of the City residents that have a right to vote in a mayor that needs to do his or her job, which is both to act as a political figure and as an administrator.

To all council members please do not vote in favor of the City Administrator position.

City resident,

Troy Nedegaard

Craig, Sondra

From: Joe Kovacevich <joe.kovacevich@gmail.com>
Sent: Friday, October 11, 2024 7:45 AM
To: ZZ Council Members
Cc: Reynolds, Mitch
Subject: City Administrator

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Hello all,

I just heard this morning that the vote to approve a City Administrator position has been postponed to get more public input.

Count me in as a La Crosse County resident who is very much in favor of creating this new position.

I believe this would offer more efficient Management, Budget oversight, improve strategic planning and overall enhance our great cities governance.

Sincerely,
Joe Kovacevich
1002 Eastwood street
Holmen, WI
608-215-0664

From: Westley Wamsley <weswamsley@icloud.com>
Sent: Friday, October 11, 2024 3:38 PM
To: ZZ Council Members
Subject: City Administrator

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Dear La Crosse City Council,

I am writing to express my disappointment and disapproval of your recent decision to defer the City Administrator position decision until next May. This decision undermines the efficient and effective governance of our city and goes against the best interest of our community. I watched last night's Common Council meeting and anxiously awaited to hear how council would vote.

As I could infer from the guidance the city's attorney provided to you, it was advised any deferral past December 1st, 2024, meant any decision made would not take effect until after the next mayoral term. This means the citizens must wait 4.5 years if majority of council approves.

I am particularly taken back by your indecision and indecisiveness. The primary argument was the citizens did not express their opinion. The secondary argument was a 20+ year discussion was moving too fast. Understand, we the citizens don't always understand nor care to know the inner-workings of government. Instead, we elect persons to make the decisions that are best for a citizen's city government. We may always take to social media to complain about a decision, but we never do our due diligence to understand a decision. But perhaps worse is when councilpersons incorrectly assume they are just like any ordinary citizen and can throw up their hands and say "I don't understand what's going on; this is moving too fast". You have your government and council subcommittees at your disposal.

As a nation, we are entering an era that shifts to a new generation which means a rapidly changing world. Deep investments in infrastructure and the economy will become paramount for the United States and has been underway. The council must be stewards to put in place frameworks that ensure their government performs at its best. We cannot afford to delay decisions and be paralyzed by indecisiveness. Unfortunately to all, that indecisiveness is what the majority of council voted for tonight.

Thanks,

Westley Wamsley
City of La Crosse resident

From: Chavalas, Mark <mchavalas@eagle.uwlax.edu>
Sent: Monday, March 3, 2025 11:03 AM
To: ZZ Council Members
Subject: re: City Administrator

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Hello:

We are opposed to the hiring of a City Administrator for the following reasons:

1. It creates another paid government position for a job that should already be done by the Mayor and current staff of employees.
2. It provides a powerful leadership position that the citizens of La Crosse do not vote on. Thus we cannot vote the person out, like we can the Mayor and City Council.
3. The City of La Crosse is not much larger than it was in 1940 (about 42,000), but our administrative staff is much larger.

Thank you,
Sincerely,

Mark and Kimberlee Chavalas
114 19th St. South,
La Crosse, WI. 54601

Craig, Sondra

From: Chris Woodard <chris.woodard715@gmail.com>
Sent: Monday, April 28, 2025 10:12 AM
To: ZZ Council Members
Subject: 24-1287

chris.woodard715@gmail.com appears similar to someone who previously sent you email, but may not be that person. [Learn why this could be a risk](#)

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Good morning Council Members,

I'm writing to you to urge you as a body to refer the City Administrator legislation. I realize the pros and cons to the position creation, however I don't believe the tax payers are as well informed as they should be. During this referral time period several Public engagement sessions can be held throughout the City. In addition to public engagement sessions this should again be put to referendum, once the public has been educated. This significant change in government structure should be decided on by the people of La Crosse as they will ultimately foot the bill.

Thank you for your service,

Chris Woodard

From: Grace Deason <gracedeason3@gmail.com>
Sent: Tuesday, April 29, 2025 12:05 PM
To: ZZ Council Members
Subject: Fwd: Support for moving forward to hire a city administrator

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Dear Councilmembers,

First off, thank you all for your thoughtful dedicated service to the City of La Crosse.

I am writing to express my support for moving forward to hire a city administrator. I remember hearing about this idea four or five years ago and I thought, and still do think, that it makes a lot of sense for a city of La Crosse's size and complexity to have a position like this. This is, however, my first time writing to you to express this view. I understand you have been and still are interested in public input on this matter and so here I am speaking up.

Personally, I am strongly in favor of the idea of hiring a city administrator. I see this role as an important support for the mayor and the other city leaders who are stretched thin. We need these people doing the jobs they are there to do, not an administrator job that could be more efficiently and effectively handled by an individual hired for that purpose. As I'm sure employees in many other sectors can attest, constantly trying to "do more with less" eventually results in getting less, and that is not good enough for me when it comes to our city. The other people working hard on behalf of the city deserve to have a full team to support them and coordinate their efforts for optimal payoff and I am excited to see what a city administrator could do for us in terms of positive change.

I understand that an issue currently before you is whether to pause for further input from the public. While commendable, that endless desire for more input can function as a stalling tactic. I first heard about this idea years ago, and the working group has gathered information from those most impacted. I elected you to make informed decisions on my behalf, and I believe you should all feel empowered to represent residents of the city and make decisions to move us forward without unnecessary delay.

Sincerely,

Grace Deason
gracedeason3@gmail.com
1931 Market St
La Crosse, WI 54601

If you want to speak on an agenda item, please sign up at least 10 minutes before the start of the meeting.

Registration slips are not collected once the meeting begins but will be made part of the record.

MEETING REGISTRATION

Name: Dennis Ross Date: 4/29
PLEASE PRINT

Municipality of Residence: LaCrosse, WI

Representation: _____
If you are representing an organization or person other than yourself at this meeting.

Agenda Item #: 24-1287
Please fill out a separate sheet for each piece of legislation in which you are registering.

Do you support or oppose the agenda item?

- ☐ Support
- ☐ Oppose
- ☐ Neither support nor oppose

Do you want to speak?

- ☒ Yes, I want to speak.
- ☐ No, I do not want to speak.
- ☐ I do not want to speak, but I am available to answer questions.

If you want to speak on an agenda item, please sign up at least 10 minutes before the start of the meeting.

Registration slips are not collected once the meeting begins but will be made part of the record.

MEETING REGISTRATION

Name: DANIEL FOTY Date: 4/29/25
PLEASE PRINT

Municipality of Residence: BURKE

Representation: UW MADISON EXTENSION
If you are representing an organization or person other than yourself at this meeting.

Agenda Item #: 24-1287 & 25-0502
Please fill out a separate sheet for each piece of legislation in which you are registering.

Do you support or oppose the agenda item?

- ☐ Support
- ☐ Oppose
- ☐ Neither support nor oppose

Do you want to speak?

- ☐ Yes, I want to speak.
- ☐ No, I do not want to speak.
- ☒ I do not want to speak, but I am available to answer questions.

4/30/2025

City Administrator Position

Employee view

Good morning,

As an employee of the City of La Crosse, I would like my view to be read and considered when the decision is made whether to move forward with the City Administrator position.

I have been with the City of La Crosse, beginning in a temp role in 2014 and transitioning to a full-time hire in 2016, and see many reasons why this position would be a benefit to the City residents and employees.

I do want to state that I am not a City of La Crosse taxpayer as I live outside City limits, however, I did grow up on the Northside of La Crosse and my family still resides within City limits.

I believe the position should be added specifically to hold Department Heads accountable for their actions and decisions. It puzzles me as to why they are not held to a specific standard already. Sure, are they supposed to be? Yes. But are they? Absolutely not.

When I hear Department Heads telling their Superintendents and Managers that they can do “whatever they want with their budget”, it infuriates me. It is not the department’s budget to do whatever they want to do; it is the taxpayers’ budget, and the City is responsible for ensuring the money is used wisely with the money being spent directly benefiting those that pay into it.

A question I have is when can Departments go ahead with projects within their department that are to “benefit” the employees, with funds used from utility bills or taxpayer funds, without approval or support from the Human Resources Director? Or approval from the taxpayers themselves? Or the City Council? A City Administrator would be able to review these items and approve them as they see fit.

Frivolous spending on the Department Heads part is why the City of La Crosse is always looking to make cuts. The money is not ours. It is not theirs. It is the taxpayer’s money.

Employees are consistently told from their superiors that their “hands are tied” when inquiring for higher pay or a reclassification in their position. However, behind closed doors and slid through to the Council for approval, they are reclassifying their own positions, receiving higher pay and taking more money from taxpayers while at the same time delegating more and more of their work out to the people they manage. “Low-level” employees should have the same considerations as management when they try to “better” themselves. A City Administrator would be able to oversee these reclassifications without bias.

The City Council approves based on Department Heads and Management recommendations. They do not ask for employee input. And if they do, employees are not made aware of that. Again, a City Administrator would be able to oversee these recommendations without bias.

One last comment, if the City Administrator position is to be adopted, the position should be hired from outside of the current employment pool. If the City were to hire from within, there would be no change. The “good ole boys” club would continue. The same people would be making the same detrimental decisions, just being paid more and having more power.

An outside perspective is exactly what the City of La Crosse needs. It is obvious to me that how we are doing business now, is not working, on the employee front or for the residents.

I very much enjoy my position with the City of La Crosse and am one of the few that welcome change. I believe that a City Administrator would not only benefit the residents but the employees as well.

Thank you for your time.

Kelly Schleifer

Kelly Schleifer
City of La Crosse
Accounting Specialist
Water Utility

From: Sam Stauffer <samjstauffer@gmail.com>
Sent: Monday, May 5, 2025 7:37 PM
To: ZZ Council Members
Subject: Support for a City Administrator

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Dear Council Members,

I was shocked to learn last week at a Housing Week event last week that the city of La Crosse does not have a city administrator. I recently moved from a town in Michigan of 3,000 which had both a mayor and administrator and the smaller neighboring town of 2,000 had this position as well. I feel it is unreasonable for a city the size of La Crosse to expect the mayor to function as the administrator. Having an administrator would allow for continuity of city programs and projects as new mayors enter the office. I feel that too much time is spent training mayors to fill this role when an administrator could manage city staff with approvals coming from the mayor. I urge you to support the creation of this position for the city. Thank you,
Sam Stauffer

From: Nell Saunders-Scott <nellsaundersscott@gmail.com>
Sent: Monday, May 5, 2025 8:37 PM
To: ZZ Council Members
Subject: Support for City Administrator

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Hello La Crosse City Council Members,

Thank you for your service on the council. It is my understanding that topic of a city administrator position will once again be considered this week and I'm writing as a resident of La Crosse to share my support for the creation of a city administrator position. A professional, experienced city administrator who can execute a strategic vision for the city in a cohesive manner across mayoral terms would be a significant benefit for our city. It is my understanding that many cities the size of La Crosse employ administrators and, given the complexities of our city, it seems prudent that we invest in the capacity of our city leadership.

Thanks again for your time and dedication on behalf of our community!

Nell Saunders-Scott

Craig, Sondra

From: Cole Zrostlik <cole.zrostlik@gmail.com>
Sent: Monday, May 5, 2025 8:50 PM
To: ZZ Council Members
Subject: Support for city administrator

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Hello Council Members,

I live at 515 23rd St S, La Crosse WI 54601. Before my husband and I moved to La Crosse, we lived in River Falls, a city with a City Administrator. As a City employee, it felt like City staff were proud to do their jobs and that the City was able to accomplish a lot, across all departments. I think that we need to stop wasting time and make this investment in experienced and capable leadership for La Crosse. I can see the possibilities and they are awesome. Please stop pushing this decision back and bring in a City Administrator.

Cole Zrostlik [she/her]
cole.zrostlik@gmail.com

From: Meagan Ronsman <mhrnsman@gmail.com>
Sent: Monday, May 5, 2025 8:54 PM
To: ZZ Council Members
Subject: On City Administrator Issue

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Hello there,

I wanted to share a couple of sentiments that I have regarding the city administrator issue that will be coming up again soon. I would like to see this item explored at this time and not pushed down the line for future review again.

Additionally, I would like to express my support for the city administrator position being implemented if we can find a way to fund it in a sustainable manner. In times when budgets are tight and there are complex decisions on the table, I would love to see a professional in this role with all of the experience necessary to make challenging decisions.

Thank you for the work you do!

Best,
Meagan Ronsman
City of La Crosse Resident

From: Roxanne Aubrey <rox@ope.pub>
Sent: Tuesday, May 6, 2025 7:50 AM
To: ZZ Council Members
Subject: RE: City Administrator

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I think the position of City Administrator should be put to a referendum. It's way too contentious to be left to council alone.

My only concern with doing that is making sure the people know what they're voting for exactly. (I have ideas, but those of you who know me know that of course I would have ideas.)

From: Bob Gollnik <rgollnik@lacrossecounty.org>
Sent: Tuesday, May 6, 2025 2:11 PM
To: ZZ Council Members
Cc: Washington-Spivey, Shaundel; Schadeberg, Kristen
Subject: Comments: Proposal to create a City Administrator (or similar) position for the City of La Crosse, WI

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Good Afternoon Members of the Common Council –

My name is Bob Gollnik, Executive Director of the La Crosse Area Planning Committee (LAPC), and a transportation planner/project manager with over 20 years of experience working across the United States. Our agency focuses on regional transportation planning for the La Crosse-La Crescent area, with the City of La Crosse as our largest member. In some ways we serve as a de facto “Council of Governments” for the communities surrounding the City of La Crosse. Our policy board consists of the highest elected officials from 10 area member communities and the La Crosse County Board Chair. We also have two committees that involve multiple City of La Crosse technical staff.

Last fall, I shared a version of the information below, and I believe this issue remains just as important as you consider the next steps for the City Administrator, City Manager, or Chief of Staff role. Since becoming Executive Director of the LAPC in 2023, I had the privilege of working with Mayor Reynolds, who was an excellent partner and supported many productive conversations that advanced our regional planning work. In recent months, his leadership underscored the value of having a professional city management structure in place—regardless of who is in office. I look forward to building a similar partnership with Mayor Washington-Spivey, and I believe the need for this role is more urgent than ever. A City Administrator, City Manager, or Chief of Staff could help La Crosse meet future demands, improve service delivery, and boost coordination and effectiveness across departments.

Cities of La Crosse’s size—and even smaller municipalities—commonly have this role to ensure consistent, effective governance. While many points have been outlined for the council, I would like to emphasize a few key areas most relevant to our work and the benefits a City Administrator/City Manager/Chief of Staff could bring to La Crosse’s growth and development:

- **Experienced Professional Leadership and Stability:** The right city administrator will bring professional experience to help La Crosse grow in a smart and sustainable way—especially when balancing natural resources like the Mississippi River with development. They also provide consistency across departments and outside partnerships, even when elected officials change.
- **Smart and Efficient Use of Resources:** Administrators are tasked with making the most of public funds. La Crosse could benefit from someone who can manage tax dollars, grants, budgets, and resources wisely—especially for projects like infrastructure, housing, and public safety.
- **Follow-Through on Plans:** La Crosse has a history of big goals, like improving the riverfront and expanding transit. A city administrator could help make sure these plans move forward efficiently and stay on track with the city’s long-term vision.

- **Managing Daily Operations:** Running a city like La Crosse—with its transportation and public safety needs, housing issues, and busy tourism scene—requires full-time attention. A city administrator would handle daily operations *so the mayor and council can focus on big-picture policy, long-term vision, and engaging with the community.*
- **Planning for the Future:** Ideally, a city administrator will help La Crosse grow thoughtfully—supporting economic development, affordable housing, environmental goals, tourism, and quality of life for residents.
- **Non-Partisan Leadership:** Effective city administrators work well across political lines. Their focus is on what’s best for the community, not politics. They also help new mayors and council members get up to speed, which keeps city work moving smoothly.
- **Helping the Council Do Its Job:** With a city administrator handling budgets, staff, and operations, the city council can focus on making laws, listening to residents, and setting priorities.
- **Handling Emergencies and Crisis Management:** Whether it’s flooding, economic challenges, or major community events, city administrators are great at leading quick, organized responses, leadership helps keep people and businesses safe.
- **Connecting with the Community:** Administrators in other places have helped strengthen the connection between city government and the people it serves. La Crosse could benefit from someone who ensures community voices are heard and used to guide decisions.
- **Improved Accountability:** Because city administrators answer to the council and public, they help ensure city departments meet goals and operate transparently. This builds trust and keeps city services on track.

I believe the role of a City Administrator (or a variety of) would significantly enhance La Crosse’s governance, providing stability and professional management to address the city’s current and future needs while expanding collaborative opportunities with regional partners like us.

Please contact me if any of you would like to discuss further, and I strongly encourage you to consider this important initiative sooner than later.

Sincerely,

Bob Gollnik

Bob Gollnik

Executive Director – La Crosse Area Planning Committee (MPO)

Phone 608-785-5977/612-720-1852 Email rgollnik@lacrossecounty.org

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From: Kevin Hundt <kevinhundt0@gmail.com>
Sent: Tuesday, May 6, 2025 2:48 PM
To: ZZ City Clerk External
Subject: Comment on 24-1287

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The City Administrator Charter Ordinance proposal should be delayed for two months, and modified slightly.

A delay is needed because there have not been public input sessions/town halls on this topic. These are necessary because this is a very major and contentious issue. I believe that having these will clarify what the administrator will do, explain how it will make the city run more efficiently, and show how it can end up saving more than it costs. Delaying until February is unnecessary, so I suggest two months. This will make everyone a lot happier with the decision.

Second, I would like to see the consideration of a modification to the ordinance. Section III states:

"This charter ordinance specifically removes those duties from the Office of Mayor to oversee the day-to-day operations, management and administration of the City of La Crosse that are found under § 62.09 (8) (a), Wis. Stat. Any charter provision or any previously enacted ordinance or charter ordinance inconsistent or in conflict with this ordinance is expressly repealed."

Wis. Stats. § 62.09(8)(a) states:

"The mayor shall be the chief executive officer. The mayor shall take care that city ordinances and state laws are observed and enforced and that all city officers and employees discharge their duties."

(§ 62.09(8)(b) through (e) state the Mayor's other official duties)

I don't believe it's necessary to transfer the statutory powers granted by § 62.09(8)(a), and I think the right thing to do would be to either eliminate this section or change it to say something like "When not overruled by the Mayor, the Administrator will oversee the day-to-day operations, management, and administration of the City of La Crosse as stated under § 62.09 (8) (a), Wis. Stat."

One of the concerns that many residents have about the Administrator proposal is that it puts another unelected bureaucrat in between the people and their government. The Administrator will be a de facto lifetime appointment with very little chance of removal except for outrageous misconduct; merely being disappointing will probably not be enough cause for removal.

With this change, I believe that the normal dynamic on a day-to-day basis would be indistinguishable from if the statutory power was transferred - the Administrator would still carry out the administrative role as envisioned - but it would ease the minds of many city residents, myself included, to know that the elected Mayor would retain the option to overrule the Administrator if he or she felt it was absolutely necessary. It would not surprise me if this never happens in any of our lifetimes, but just keeping the option would be healthy for democracy.

Also, unless I'm not seeing it, there doesn't seem to be a provision for city administration when the

Administrator is unexpectedly absent. Having the administrative powers be in the hands of two people would allow them to cover for each other when necessary.

Finally, I suspect that the transfer of statutory powers is what makes this a Charter Ordinance, although I'm not certain about that; this would be a question for the City Attorney. If that's the case, then keeping the mayoral powers intact could potentially reduce the number of votes needed to approve the Administrator and preclude the possibility of a costly and time-wasting referendum on it. A few town halls and a tweak to Section III would dramatically ease this proposal along.

Kevin Hundt, La Crosse

From: Kathy Zieja <kathyzieja@icloud.com>
Sent: Tuesday, May 6, 2025 3:36 PM
To: ZZ Council Members
Subject: City Administrator

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Good Afternoon,

As a resident of the city of La Crosse, I urge you to move forward in supporting a plan for a city administrator. La Crosse needs a professional person who can help us move toward the planning goals that were previously adopted.

Housing is a crucial issue in La Crosse that impacts residents, students, businesses and future growth. A city administrator would provide consistency in dealing with zoning and developers. Our city is large enough to benefit from a professional administrator that won't be impacted by changes in the mayoral or council seats.

Thanks for your consideration.

Kathy Zieja
14 Copeland Ave.
La Crosse, Wi. 54603
Sent from my iPhone

From: Anna Sprague <sprague.anna@gmail.com>
Sent: Tuesday, May 6, 2025 8:37 PM
To: ZZ Council Members
Subject: Support for the City Administrator

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Hello City Council Members,

I'm writing to share my support for a City Administrator and ask you to work toward achieving this in a timely manner without continuing to push off the decision. Having a City Administrator will provide more direct accountability for the day-to-day operations for all parties. Based on my professional experience with projects that involve more than one department, there is ample opportunity for cost savings and helping the City to move in a more unified direction. In my eyes, this position is not one that oversteps on the role of mayor but instead elevates the work of that role. Many surrounding communities have seen wonderful success and huge economic development because they are properly staffed. I encourage you to invest in our community with the addition of a City Administrator.

Thank you,
Anna Sprague
1715 Barnabee Rd, La Crosse WI

By submitting public comment, I am not authorizing this email to be used by council members outside of the intended communication with council members. Thank you.

From: Kim Cable <kimcable25@gmail.com>
Sent: Wednesday, May 7, 2025 6:47 AM
To: ZZ Council Members
Subject: City Administrator - Vote Yes!

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Dear City Council,

I encourage you to vote "yes" to hire a City Administrator. This position could bring consistency to the city that we have been lacking for many years. Council members come and go, mayors come and go and we need someone who can provide consistent oversight and leadership to our fine city.

While I have heard plenty of concerns about the expense of this position, I feel this would be money well spent. And in the long run would more than likely end of saving the city money.

Please support this position for all of us!

Kim Cable
2002 Hyde Ave, La Crosse, WI 54601

GUNDERSEN HEALTH SYSTEM®

October 1, 2024

City of La Crosse
Common Council
400 La Crosse Street
La Crosse, WI 54601

To Whom It May Concern,

Please accept this letter in support of the charter ordinance to create section 19 of Appendix A of the Code of Ordinances of the City of La Crosse creating the position, duties and responsibilities of the Office of the City Administrator and removing duties from the Office of the Mayor.

Many of the core issues our community faces—both the challenges and the opportunities—are long-term issues. These are conditions we will face for decades, not months or even years. A community our size needs operational guidance and certainty to advance addressing these issues as directed by the elected Council and the Mayor. The creation of a City Administrator position would allow for continuity in daily operations of the city and would bring expertise and professional training in the operations of critical services in local government including emergency services, public safety, intergovernmental relations, and community development. A City Administrator has the potential to further the efficiency and effectiveness of services in the City of La Crosse, allowing for continued leadership in the region and beyond. La Crosse is poised to continue its rise as a premier community in the Upper Midwest. Implementing a full-time City Administrator will help advance that rise, allowing our elected leaders to focus on vision and policy while the Administrator manages operations. This will help city government be even more responsive to all citizens.

Gundersen Health System—becoming Emplify Health—experiences firsthand many ways municipal services and operations of the City of La Crosse impact our patients, staff, and the community. I appreciate your thoughtful attention to this request and ask you to support and advance this proposal. Please do not hesitate to contact me if you have any questions or concerns.

Sincerely,



Heather Schimmers
President, Emplify Health, Gundersen Region

From: Linda Myers <myerslinda1822@gmail.com>
Sent: Monday, May 12, 2025 5:12 PM
To: ZZ Council Members
Subject: City Administrator position

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Good Afternoon,

I am a La Crosse city resident, and learned the Council deferred the decision on the above position in order to elicit public comment. What specific initiatives are planned by the Council to hear from the public? It would seem that the election of the mayoral candidate who voiced support for the city administrator position would be a strong indication of public support.

I look forward to your response.

Thank you,

Linda Myers

Craig, Sondra

From: Elsen, Nikki
Sent: Friday, September 19, 2025 6:19 AM
To: Craig, Sondra
Subject: Fw: La crosse city administrator vs operations director

Can you post this. Thank you.

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From: Goggin, Erin <goggine@cityoflacrosse.org>
Sent: Thursday, September 18, 2025 5:05:40 PM
To: Elsen, Nikki <Elsenn@cityoflacrosse.org>
Subject: FW: La crosse city administrator vs operations director

Could you post this to legistar?

Thanks

Erin

From: karen briggs <kgem52@yahoo.com>
Sent: Wednesday, September 17, 2025 10:25 AM
To: Weston, Lisa <westonl@cityoflacrosse.org>; Kahlow, Chris <kahlowc@cityoflacrosse.org>; Sleznikow, Larry <sleznikowl@cityoflacrosse.org>; Janssen, Barb <janssenb@cityoflacrosse.org>; Goggin, Erin <goggine@cityoflacrosse.org>
Subject: La crosse city administrator vs operations director

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opinion:
Both my husband Tom and myself would prefer a city administrator to decrease the upheaval during a newly elected mayor term, thus providing consistency and reporting to the council not the mayor. The Mayor position would then be a LESS than full time position, the admin staff for the mayor currently could be shared with the newly hired city administrator.

questions?? We do not understand why a mayor would need an operation director, what would be this role consist of? and then what would the mayor's role become? Why hire someone who would be removed from office with each election cycle?

Thank you Karen and Tom Briggs, concerned city residents

Proposal to create a City Administrator position for the City of La Crosse, WI

City Council to consider at October 10, 2024 meeting

Post Date: 09/24/2024



Legislation has been introduced to add the position of City Administrator in the City of La Crosse.

The information presented here is designed to provide some background on the nature of the position, how the addition may change operations of city government, and fiscal impacts of adding the position.

See [Proposed Ordinance](#)

[Professional Municipal Administrators - FAQs: Wisconsin City/County Management Association](#)

Please review and help guide decision-making of the Common Council and Mayor on this issue with your comments.

Rationale

Local governments are complex organizations that require expertise in community development, public safety, public works, emergency preparedness, planning, personnel, finance, customer service, intergovernmental relations and an administrative structure that encourages and supports overall team organization.

Additionally, communities throughout Wisconsin are increasingly facing global economic competition. Their abilities to compete depend not only on private sector initiatives, but on sophisticated and aggressive public efforts as well. The need for professional municipal administration is not a matter of a failure of local government, but rather adapting to changing condition by increasing the capacity of a municipality to provide effective and efficient services.

A publication of the League of Wisconsin Municipalities states that “as the need for full-time municipal management becomes greater, there has been a significant trend among Wisconsin municipalities toward hiring professional administrators.” An administrator acts as the chief administrative officer of the municipality.

Procedure

Cities operating under Wisconsin Statutes Chapter 62 can establish the position of administrator by charter ordinance (2/3rds vote) or simple ordinance. The duties of the administrator can be tailored to meet the needs of the city, although there are certain responsibilities that should be included in all ordinances, especially in the areas of personnel and budgeting.

The position of the Mayor remains, except the responsibility for the day-to-day operations of the city is transferred to the administrator.

Expertise/skill levels of a municipal administrator

Municipal administrators are trained to operate local governments. They are professionals in the same way that company executives, school superintendents, doctors and attorneys are professionals. There is a body of knowledge associated with their profession. Increasingly, the standard for professional administrators is that they have Master’s degrees in public administration, with training in budgeting, finance, personnel, labor relations, intergovernmental affairs, public works, community and economic development and public safety. They can gain administrative experience in other communities before they are ready to assume the position of City Administrator.

With focused education, training and prior experience, an administrator is already up-to-speed at the point in their careers when employment opportunities with larger municipalities become attainable. On the other hand, elected officials serving in administrative capacities do much of their learning while on the job. Administrators are part of a network of expertise and know where to go to get correct answers. They are committed to municipal administration as a career.

The community’s success is their success and, consequently, they have a very strong interest in doing the best job possible. Responsive Organizational Structure Administrators are responsible for the day-to-day operations of their municipalities. It is their responsibility to bring coordination to the provision of municipal services. They work to build a municipal team of department heads and other employees. They establish and enforce policies in the areas of personnel, purchasing, cash management, risk management, planning, and employee development. They are evaluated on their ability to provide more efficient and effective government. Administrators are responsible for advancing the organization in terms of overall performance and effectiveness. The administrator accomplishes this by bringing the council, mayor and staff together to set the priorities and to establish a framework for achieving the governmental mission of cost-effective quality services to the community.

Having an administrator provides more direct accountability to the council for the proper operation of municipal services. Elected officials know who is responsible. A dissatisfied council can easily dismiss the administrator. Stronger Council Elected councils benefit in several ways from an administrator. First, they can spend more of

their valuable time focusing on policy issues, community goals, and major projects rather than on administrative details. Second, they get better and more comprehensive information and analysis from the administrator in a staff role to enable them to make more informed decisions. Third, the changing role of the council may encourage more citizens to seek the office. Finally, the administrator can provide continuity when new persons are elected.

Duties of the Mayor and the Relationship with an Administrator

The Mayor is the chief executive officer of the City. In this role, the mayor is responsible for the general welfare of the city. This responsibility is exercised in both a policy-making role by recommending policies to the council, breaking tie votes, and vetoing legislation; and an executive role by seeing that laws are enforced, and that city officers and employees properly do their jobs.

The responsibilities are mandated by state statute (Chapter 62.09 (8)) and consequently apply to mayor with and without administrators. The difference is in the manner in which the mayor exercises their executive responsibilities. In municipalities without administrators, the mayor exercises this responsibility directly by supervising day-to-day conduct of city activities.

- Department heads report to the Mayor and receive their assignment from the mayor.
- Department heads also receive assignments from the Council and are often asked by individual council members to perform tasks and projects.

Conflicting assignments and unclear reporting responsibilities can be avoided with an administrator. In municipalities with an administrator, the mayor exercises the executive responsibility indirectly by monitoring activities of the administrator and the various departments of the city government. The administrator is responsible for the day-to-day operations of the city government including the supervisions of department heads. The duties of a mayor in a municipality with an administrator are as follows: The mayor shall serve as the chief executive officer of the city, performing executive responsibilities by monitoring the activities of the administrator and the various departments of city government to see that city ordinances and state laws are enforced. This requires knowledge of ordinances and laws and a procedure for monitoring city activities.

1. The Mayor shall serve as the policy leader for the community, providing policy information and recommendations to the Council.
2. The Mayor shall preside over the Council.
3. The Mayor shall vote in the event of a tie vote by the Council.
4. The Mayor shall have the authority to veto ordinances passed by the Council.
5. The Mayor shall serve as the chief representative of the city in relations with the media.
6. The Mayor shall represent the city in meetings with and presentations to other governmental groups, businesses, community groups and others.

7. The Mayor shall work with residents of the city in receiving their comments and complaints and seeking appropriate responses, in conjunction with the administrator and, if desired, the Council.

8. The Mayor shall perform any other duties not specified here that are defined in Chapter 62.09 (8).

Duties of Administrator in a Municipality with a Mayor

1. The Administrator coordinates and prepares the operating budget as a key policy document and presents the budget to the Council.

2. The Administrator establishes governmental effectiveness and performance measures/outcomes.

3. The Administrator coordinates and supervises a cooperative and interdisciplinary team of professionals serving the varying needs of the community.

4. The Administrator ensures that the organization is a high performing and learning organization.

5. The Administrator is responsible to the Council for the overall coordination and direction of the day-to-day operations of City government.

6. The Administrator is charged with providing the Council policy information and recommendations and implementation of Council policies.

7. The Administrator ensures that there is a fair and uniform application of policy between all departments within the city organization.

Myths about the City Administrator Position

A. Hiring an administrator means giving up your right to elect your leader. **False.** The elected council members are the policy makers, and the administrator reports to them. The administrator is responsible for carrying out the policies on a day-to-day basis. The administrator can be terminated at any time by the Common Council.

B. Hiring an administrator takes power away from the Common Council. **False.** It will strengthen the position of the governing council to make key decisions. It will, however, result in adjustments in who is responsible for what.

C. Administrators costs too much. **Not so true.** Although the salary range is currently between \$170,000 and \$190,000 per year, efficient management will likely pay for itself within a short period of time.

D. Administrators don't stay very long in one community. **False.** In Wisconsin, the average is about seven years and experiences over fifteen years are not uncommon.

E. Full-time mayors are the same as administrators. **False.** Mayors are elected for their political leadership, not their experience and education in administering the day-to-day operations of the municipality. Some mayors may have administrative skills; others may not.

Additional Resources:

UW-Oskosh Whitburn Center for Governance and Policy Research - Professional Management in Wisconsin Municipalities

City	Type of Management	Population
Eau Claire	City Manager	69,737
Fond du Lac	City Manager	44,339
Janesville	City Manager	65,911
Oshkosh	City Manager	65,948
Sheboygan**	City Administrator	49,773
Wauwatosa	City Administrator	47,289
West Allis**	City Administrator	58,950
Onalaska	City Administrator	18,975
Beloit	City Manager	36,449
Kenosha**	City Administrator	98,484

**Also has elected mayor

Compensation range from City of La Crosse Finance Department:

The salary range we are recommending is \$186,645.89 - \$194,422.80 based on current staff salaries but may increase if COLA are approved and/or step increases are provided prior to filling this position.

Resources Related to Hiring a City Administrator

Wisconsin City/County Management Association

<https://www.wcma-wi.org/>

Recruitment Guidelines for Selecting a Local Government Administrator

<https://wcma-wi.org/DocumentCenter/View/1594/ICMA-Recruitment-Guidelines-Handbook-Update>



Date: January 10, 2025

To: Rebecca Franzen, Human Resources Director

From: Malayna Halvorson Maes, Senior HR Consultant

Re: 2025 City Administrator

Salary

In 2024, the City requested recommendations on the City Administrator salary range. The firm collected salary ranges and incumbent rates for city manager/city administrator positions from the comparable organizations used in the 2022 study. The following comparable organizations were surveyed:

Eau Claire	City Manager
Fond du Lac	City Manager
Janesville	City Manager
Oshkosh	City Manager
Sheboygan	City Administrator
Wauwatosa	City Administrator
West Allis	City Administrator
Onalaska, WI	City Administrator
Rochester, MN	City Administrator
Winona, MN	City Manager
Beloit	City Manager
Kenosha	City Administrator
La Crosse County	County Administrator

At that time, we offered the City two very similar salary range options to tie the range to the existing compensation structure. We recommend approximately a 20%- 25% separation.

The range recommendations have now been trended by 2.75%, which would result in the range of \$153,921-\$201,879. Now, the City does not need to have a salary range. It can simply use this range to give the City Council salary range parameters for an employment agreement.

With that said, I understand the highest paid department director is just under \$160,000 per year effective with the 2025 salary increases. The City should be conscious of that and anticipate an annual base salary of between \$190,000-\$200,000 per year, which retains that 20%-25% separation from the highest compensated director.

In 2024, monthly car allowance, phone allowance, and deferred compensation contributions were also noted. Car allowance ranged from \$250-\$500 for 46% of the comparables. Cell Phone allowance ranged from \$78-\$120 per month for 30% of the comparables, and two (2) communities reported deferred compensation as a flat amount or percentage of base, although this is becoming more popular. It should be noted that the IRS limit for Deferred Compensation for 2025 is \$23,500. These are added items that may be discussed and included in the total compensation offer for the position.

Responsibility Change

The City also inquired if the City should expect any change in salary at the department director level, due to the creation of a City Administrator. The Market does not distinguish a difference in these forms of government. The position of a director will continue to work on the strategic direction of a department, have oversight of operations, budget management, personnel management, policy management etc. They will all continue to have their industry market we will align their positions to. A City Administrator will have broad authority to lead the organization, ensuring the policy decisions of the council are carried out, strategic planning, preparing the annual budget, serving as a key advisor to the elected officials, lead and supervise the department directors, and ensuring operational and administrative functions are complete. The City Administrator does not carry out day to day department operations; rather this is a function of the department directors, who are hired to be the subject matter experts in their field of expertise. Given the size and level of complexity of municipal government for organizations of the city's size, I would not envision this to change.

Should you wish to discuss further as the City continues its planning, please let me know.

From: Chavalas, Mark <mchavalas@eagle.uwlax.edu>
Sent: Monday, March 3, 2025 11:03 AM
To: ZZ Council Members
Subject: re: City Administrator

Some people who received this message don't often get email from mchavalas@eagle.uwlax.edu. [Learn why this is important](#)

*** **CAUTION:** This email originated from an external sender. **DO NOT** click links or open attachments unless you recognize the sender and know the content is safe. ***

Hello:

We are opposed to the hiring of a City Administrator for the following reasons:

1. It creates another paid government position for a job that should already be done by the Mayor and current staff of employees.
2. It provides a powerful leadership position that the citizens of La Crosse do not vote on. Thus we cannot vote the person out, like we can the Mayor and City Council.
3. The City of La Crosse is not much larger than it was in 1940 (about 42,000), but our administrative staff is much larger.

Thank you,
Sincerely,

Mark and Kimberlee Chavalas
114 19th St. South,
La Crosse, WI. 54601

Compilation of Department Head Interview Responses Concerning a City Administrator

What are the benefits of a City Administrator based on the job description legislation as posted on Legistar?

- Continuity, consistency, stability
 - Avoid having to train and educate a new mayor
 - Clear line of accountability and authority
 - Management of long-term projects to completion so the time invested in them is not lost
 - Establish priorities
 - Construct the budget
- Knowledge and experience
 - City administrator would be hired for their expertise, knowledge, and experience, not popularity via election (Mayor)
 - Better approach to a long-term vision for City operations
 - Could help collaboration between department heads
 - Need a CEO to run a \$70 million+ organization
- Focus on operations
 - Currently the Mayor's duties are split between public interaction and City operations
 - Takes politics out of the agenda (x3)
 - Can evaluate departments for proper level of staffing and hold them accountable and evaluate performance
 - Better long-range planning
 - Having someone that is a professional in all of the things a department head is not – currently department heads have dedicated their working adult life to becoming experts in their profession but maybe not in budgeting or other essential things that happen in the city. Hiring a city administrator would be able to bring that experience and professionalism
 - Clear lines of accountability and authority
 - City administrator would have more time to interact with department heads
 - Can provide a clear and reliable reference point for private sector promoters to contact and interact for the development of beneficial partnerships.
- Can enhance communication between citizens and city government
- Government administrators are common in local governments
- A city administrator would be able to have a better perspective if something would go to referendum and if so would have the time to look into that and research that (right now no one has that job)

What are the challenges/barriers of a City Administrator based on job description legislation as posted on Legistar?

- Hiring the right person for the job
 - The relationship between elected officials (mayor and council members) and the administrator must be particularly cooperative, respectful and clearly defined/established.
 - The hire of an administrator with proven professionalism, communication skills, and abilities for collaboration with politicians will be particularly important for the first hire of an administrator for the City of La Crosse as the practical patterns of this alteration in the form of local government are established.
 - The administrator should have exceptional communication skills. How much responsibility will the administrator have for educating the citizenry about governmental activities? How will these educational responsibilities relate to and coordinate with the political responsibilities of the elected officials.
 - This hire should not be anyone who works in La Crosse government currently.

- How do we measure success of having a city administrator and how often? What are the benchmarks?
- How would the addition of a City Administrator to the City's organization potentially affect the level of responsibilities, job descriptions and remuneration of current staff leadership positions?
- The position may bring to the forefront needed efficiencies or standards of operations that department heads may not want or like to hear leading to fiscal accountability and cuts.
- Cost
 - Annual salary and benefits
 - Executive assistant salary and benefits?
 - Office space (waiting list for space in City Hall) and remodeling cost
 - How will the position be paid for? (x3)
 - What support staff will be necessary? (x3)
 - Viability of the expense – right now there are many more staff needed in each department already that we are getting denied that would improve our city so it is tough seeing those getting denied and adding a city administrator
- City administrator turnover
 - Typical 5-7 years for a city administrator at a medium sized municipality
- Will voters feel that their votes now have less influence with the addition of a city administrator?

Do you have any other questions/comments?

- With a city administrator would we need a full-time mayor?
- As a department head – what does that mean for me? Many unanswered questions so far.
- Consider having an assistant city administrator to fill in when city administrator is on vacation or during job vacancy
- Will seasoned department heads and staff be part of the hiring process, i.e. participate in interviews, tours of departments
- Will the selection process be completed internally, externally. (third party recruitment and hire?)
- The legislation as presented does not seem complete
- Hiring a person before we have a clear job description doesn't make sense
- Will new/incoming Council members elected in April be able to digest the gravity of this issue?
- Will the Mayor's role be more clearly defined?

Is there anything that you think/feel that we are missing?

- Consider hiring a consultant to evaluate the need for a city administrator and hold public information sessions
- Having a city administrator may be helpful in situations where someone of authority (above dept head) would be influential in a mtg or negotiations (because of their role and expertise)
- Is this process being rushed?
- Do the citizens of La Crosse want this?

Uncompiled Department Head Interview Responses Concerning a City Administrator

What are the benefits of a City Administrator based on the job description legislation as posted on Legistar?

- Continuity-lots of time onboarding new Mayors—train and educate on city govt
- Administrator should have the knowledge/experience already for job duties (high level functions) which just leaves learning the specifics re: City of La Crosse...i.e. similar to Dept heads—hired based on expertise not popularity
- Accountability without micromanagement
- We can do better: More collaboration, teamwork and dept head/staff support

What are the challenges/barriers of a City Administrator based on job description legislation as posted on Legistar?

- Hiring the “right” person
- Transition & Uncertainty—will the administrator take on any of the dept head responsibilities?
- Will Dept heads feel they are being micromanaged?
- Full time mayor—needed ????
- Citizen buy in—perception of some members of the public-- will lose power/influence (voting) by adding Administrator vs only a Mayor

Do you have any other questions/comments?

- NA

Is there anything that you think/feel that we are missing?

- Office space---City Hall is full—waiting list

What are the benefits of a City Administrator based on the job description legislation as posted on Legistar?

Ideally an experienced city administrator could benefit the City by collaborating effectively with the Mayor, department heads, and staff to improve operational efficiencies and fiscal responsibility.

What are the challenges/barriers of a City Administrator based on job description legislation as posted on Legistar?

The annual salary and benefits for a city administrator, potential executive assistant, and possible deputy administrator would be significant. There would also be the cost of remodeling a space in City Hall to accommodate the city administrator and staff.

For the next four years there would be an overlap of duties between the Mayor and city administrator. Can they work and collaborate together productively for the benefit of the City?

How will the city administrator interact with department heads? Would department head job responsibilities change and will they have their salaries reduced?

It is very important to have the best search, screen, and interview process possible for hiring a city administrator. We need the right person.

Since the City is facing necessary upcoming budgetary reductions, how would a city administrator approach finding the necessary cost savings?

Do you have any other questions/comments?

How would the success and effectiveness of having a city administrator be measured? What benchmarks would be used?

If a city administrator is hired, would the Mayor's position remain full-time or changed to a part-time position when possible?

What are the benefits of a City Administrator based on the job description legislation as posted on Legistar?

- Continuity-lots of time onboarding new Mayors—train and educate on city govt
- Administrator should have the knowledge/experience already for job duties (high level functions) which just leaves learning the specifics re: City of La Crosse...i.e. similar to Dept heads—hired based on expertise not popularity
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- Will Dept heads feel they are being micromanaged?
- Full time mayor—needed ????
- Citizen buy in—perception of some members of the public-- will lose power/influence (voting) by adding Administrator vs only a Mayor

Do you have any other questions/comments?

- NA

Is there anything that you think/feel that we are missing?

- Office space---City Hall is full—waiting list

What are the benefits of a City Administrator based on the job description legislation as posted on Legistar?

- Leadership
- **Clear direction** and focus—currently Mayor position pulls person in 2 directions (public vs time focused on city hall)
- Continuity
- Forced to be more responsive, better communication
- Clear lines of accountability and authority
- More oversight—consistently checking in with dept heads—how are things going? How can I assist?
- Reduce silos and departments working so independently
- Prioritize
- **Consistency** with less transition of staff/mayor, council members

What are the challenges/barriers of a City Administrator based on job description legislation as posted on Legistar?

- People don't like change-dept heads, staff, public
- Abuse of power (up to Dept heads to speak up if this is an issue)
- High turn over—trend for city administrators
- Resistance from staff, dept heads, public—administrator would need to build relationships

Do you have any other questions/comments?

- Consider the idea of having an Assistant City Administrator (Dept head), they would attend high level mtgs and be in the loop to fill in the absence of the City Administrator (vacation or job vacancy)
- Involve seasoned dept heads and staff in hiring process—interview, tours of their dept, gather input from staff

Is there anything that you think/feel that we are missing?

- Administrator could be helpful in situations where someone of authority (above dept head) would be influential in a mtg or negotiations (because of their role and expertise)

Benefits of City Administrator:

- Need a CEO to run a 72-74million dollar entity (X2)
- Takes politics out of the agenda (X3)
- CA can look at departments and see where they may be heavy. Hold departments accountable to their budgets. Employee/staff performance
- Enhance communication efforts between citizens and City government
- Removes the boundaries of incoming/outgoing elected official-establishes relationships that can flourish from Administration to Administration
- Established priorities
- Support department heads with and within governmental framework
- Most popular form of government in the US
- Construct the budget
- Frees up Mayor to be more public facing.

Barriers/Challenges to City Administrator position:

- The wrong person and lack of operational capacity could cripple a city
- The position may bring to the forefront needed efficiencies or standards of operations that we may not want or like to hear
- Fiscal accountability will lead to cuts. It will get ugly.
- Should not be anyone who works in La Crosse government currently.
- New CA would be expected to hold directors and department heads accountable and work in collaboration. Some may not like this. If the wrong person is hired it could cause adversarial and damaging relationships that could harm the city.
- The legislation as presented does not seem complete
- Hiring person before we have a clear job description doesn't make sense

Questions about City Administrator position:

- Is there going to be a push for a public referendum. If so, will the Council cede to the public's position or will they vote the way they think it should be?
- Are new/incoming Council Members elected in April – be able to digest the gravity of this issue
- Will the Mayor's role be more clearly defined
- Will the CA hold departments accountable to legislation and ordinances on the books – not done with consistency now
- How will this position be paid for (X3)
- How do we now what kind of support staff they will need (X3)
- Will the selection process be completed internally, externally. (Third party recruitment and hire?)
- Do the citizens/taxpayers of La Crosse want this? Are we doing it right? Are we rushing into this?

What are the benefits of a City Administrator based on the job description legislation as posted on Legistar?

- Add stability
- Having another staff is general is a benefit to the city
- Having someone take the time to see a project from start to finish - project manager - maybe we would be better off getting multiple project managers
- Sometimes department heads spend 100s of hours working on a project for a mayor and then when there is a change in the mayor that project gets dropped and all of that time was wasted
- This person would be able to have a better perspective if any department should go to any referendum and if so would have the time to look into that and research that (right now no one has that job)
- We could have a longer vision plan – where are we going in 5 years and how are we getting there – right now department heads need to be so into the day to day it is tough to do any long-term planning
- Have a long-term plan of how we are getting out of this budget crisis
- Having someone that is a professional in all of the things a department head is not – currently department heads have dedicated their working adult life to this profession and are experts but maybe not in budgeting or other essential things that happen in the city – a City Admin would be able to bring that experience and professionalism
- Bringing in a City Admin is a better way to run the city – not because the current system is broken or department heads don't know what they are doing – but because we can be better than we are
- Assist local government to run more effectively and efficiently
- This person could assist in things like being the in between with the union in some ways – when it comes to pay we currently have our department heads working on representing their employees while having to consider what is best for the city – that is a tough spot to be in
- A leader that can help steer the ship long term – strategic plan?
- Someone that can guide collaboration between department heads!

What are the challenges/barriers of a City Administrator based on job description legislation as posted on Legistar?

- As a department head – what does that mean for me? Many unanswered questions so far.
- Who do we answer to – Mayor, commissions, administrator, and council? It is going to look different at each city and maybe for each department but that is an unknown
- Don't see a world where we need both a full-time mayor and a full-time city admin
- What is council and mayor are not on the same page – that is tough to balance for a department head – what happens when there is a third person thrown into that mix?
- Viability of the expense – right now there are many more staff needed in each department already that we are getting denied for that would improve our city so it is tough seeing those getting denied and adding a staff like this
- Is this another political layer? Strong mayor and weak mayor – would this have an impact on the city admin

Do you have any other questions/comments?

- I know some cities have done it well and some have done it bad!

Is there anything that you think/feel that we are missing?

- Have we considered a consultant to explore this as an outside source? This consultant could take a look at the city of lacrosse and get a better understanding of what a City Administrator could come in and do – have that consultant answer the unanswered questions (non-bias) and hold public information sessions. Then bring that information to the council to vote on.

- La Crosse has a deep history – including having strong and weak mayors and how do we get beyond that and that is a piece of all of this
- What is the real picture of a financial expense of adding this – will they need an assistant? Most likely and what will that cost be?
- Logistically where will they have an office? Currently a list of plenty of people looking for an office space – there would most likely need to be some renovations – cost of that?
- Internally – what does the city really need? Job description is very vague and maybe a consult could help us see what we really need first
- A good city admin would be able to see what holes they could fill so maybe it is a benefit to having the job description be vague but concerning – do we actually need more boots on the grounds people?
- Depending on the city admin background this could look very different for each department – like if they have a background in a certain area do we also need that dept head?
- Concerns about the current timeline with a new mayor and partial new council possibly – what does this mean if we pass it in May – is that the best time?
- Is there something else we could look into like a deputy mayor?
- What is the exact need? Where can we even cut?
- What are some of the big issues in La Crosse? Example – floodplain is one of them and we are looking at hiring a city admin possibly and we can't even pay a floodplain manager well enough to stay

1. What are the benefits of a City Administrator based on the job description legislation as posted on Legistar?

Continuity of Departmental Projects: City Departments establish projects that are long range and not directly related to specific elected officials' terms in office, but rather relate to the achievement of multiyear and multidecade City plans. Departmental projects result in the appropriation of resources (both of personnel and budgetary allocations). The Office of the City Administrator [Sec 19 (a)] would target *a more efficient, effective and responsible government*. The professional organization and coordination of citywide resources would be facilitated by the professional and specifically trained skills of a municipal administrator.

The Fact that Local Government Administrators are Common: As local governments on county and municipal levels establish for themselves appointed (non-elected) positions to function as Chief Operating Officers (COO), this fact weighs in favor of the office being recognized as advantageous to deal effectively with the increasing complexity of the function of local government.

Promote the economic well-being and growth of the City through public and private sector cooperation [Section 19 (e) (1) (k)] The office of administrator can provide a clear and reliable reference point for private sector promoters to contact and interact with local City government for the development of beneficial partnerships.

2. What are the challenges/barriers of a City Administrator based on job description legislation as posted on Legistar?

Cooperation: The Functions and Duties of the Administrator [Section 19 (e) (5) (a)] *All officials and employees of the City shall cooperate with and assist the administrator so that the City government shall function effectively and efficiently.* For this to be achieved it is a priority that a careful selection for the hire of the administrator be performed. The candidate for hire must have a proven track record for professional management of local government. The elected officials and departmental leadership must be able to readily gain confidence in the administrator's character, skills and knowledge base. The cost for hiring such a qualified person at real market rates should not be a hindrance to the selection of the best candidate for the job.

The relationship between elected officials (mayor and council members) and the administrator must be particularly cooperative, respectful and clearly defined/established. The hire of an administrator with proven professionalism, communication skills, and abilities for collaboration with politicians will be particularly important for the first hire of an administrator for the City of La Crosse as the practical patterns of this alteration in the form of local government are established.

Finances, Budgeting, and Purchasing [Section 19 (e) (4) (a, b, c, d, e)] Will the hire of a City Administrator result in the need for an alteration in the job description of the Director of Finance. Will the limits and expectations of responsibilities for those two roles be clearly demarcated?

Regular Basis: The ordinance for creation of the Office of City Administrator makes reference to the performance of certain duties on a *regular basis*. [Job performance review, Section 19 (e) (3) (c), and report to Common Council, Section 19 (e) (4) (c)] What does this specifically mean in terms of regularity?

3. Do you have any other questions/comments?

How would the addition of a City Administrator to the municipal staff organogram potentially affect the level of responsibilities, job descriptions and remuneration of current staff leadership positions?

The administrator should have exceptional communication skills. How much responsibility will the administrator have for educating the citizenry about governmental activities? How will these educational responsibilities relate to and coordinate with the political responsibilities of the elected officials.

4. Is there anything that you think/feel that we are missing?

Small word choice questions:

Section 19 (e) (1) (j) “Establish” to replace “Established”

Section 19 (e) (3) (a) “coordination” to replace “coordinator”

In order to find the right good quality candidates for consideration to hire, it is important to advertise the search in good places.

So the 1st question that was posed is, **What is the origin of the city administrator, job description as posted in Legistar?**

So the origin of this job description was pulled from really what was created in 2011, I believe, when the concept of a city administrator was proposed. So I pulled information from that. I've also surveyed other municipalities for job descriptions within their communities for either city manager or city administrator. I certainly also reviewed this and kind of how it correlates to our city staff as well. So, I've made some minor adjustments just based on our organizational structure and chart.

The second question is, **With all the information received from department head interviews do you see changing the city administrator job description moving forward?**

Yes, I think job description should be adjusted based on feedback. I think they can be adjusted also based off of our structure. I look at job descriptions as a working document because our work changes. So certainly, if there are things that need to be adjusted on it, I'm open to that. Or if we find examples from other communities that we like and we think best fits our community and the needs. Certainly, we can look at that as part of this process. As we look to potentially add this position. In fact, if I could follow up on that since you have access to sort of generalized department interview questions.

Did anything strike you as something that should be addressed that currently wasn't addressed?

I don't think I've delved into that too much. Yet I don't know if I can answer that.

The next question is, **How do we determine the salary for the city administrator?**

So with this we use a consulting firm called McGrath. We've used them dating back a few years now when the city did its paid class study, so I felt they were best suited to evaluate this position as well, since we continue to work with them on new positions and reclassifications. And so I do have a letter that I can share with this committee, if you'd like. That goes through their recommendation. Essentially, the salary was based on their recommendation that the city administrator should be paid 20% to 25% higher than our highest paid employee. So currently, for our highest paid employees, we have two positions that sit at a grade 19 step 10. And so then we look at adding 20% to 25% to that to give us our hiring range. Obviously, it is still up to the Common Council which you would like to hire this individual at, but that would give us a competitive range in order to hire the best talent that we could for this position. So that gives us a salary range of anywhere from about \$190,000 to \$200,000. But we do also need to consider that there is going to be benefit costs. There's also going to be non-personnel expenses that we're trying to add in there, just to make sure that we're covering things. So office supplies, potential trainings, memberships and subscriptions, kind of those things that get thrown into the bucket that we also want to account for to make sure that we're again being as transparent and have that information available. So, if we're looking at the 20%. Roughly, we would have the 6.95% goes to the pension. So that would be about \$13,000.

There would be Federal income taxes that we're obligated to pay, which is 7.65%. That's approximately \$14,000. Health insurance this year is approximately \$17,500. Life insurance is about \$1000. And then in conversations with our Director of Finance, we put \$10,000 in there for those non-personal expenses. So again, subscriptions, membership training, mileage, cell phone, all those sort of additional expenses. So if we're looking at about \$190,000 salary plus those benefits, the total we'd be looking at is about \$248,000.

The next question is, **If a city administrator is hired, will salary re-evaluations be necessary for the Mayor and department heads?**

I did not feel it was appropriate for me to evaluate department heads, as I am a department head myself, so I also utilized McGrath for this to ask them their professional opinion on what other cities are doing, and what was indicated to me was McGrath did not recommend any changes to department head salaries. Again, that is stated in the letter that I can share with this group the rationale behind. That is that essentially the responsibilities of department heads are still going to be the same. We can't task a city administrator with doing the duties of department heads because they're so vast and so detailed and also meeting that subject matter expert that we've hired each of these department heads for what we're looking to have that city administrator do is really be that operational person over those department heads and steer everything, but not looking to have them necessarily take on the task of that department. So it is not the recommendation of our consultant to reevaluate or essentially reduce the salaries of department heads, or potentially increase either. Unless there's significant changes to that person's position that would fall under our general classification compensation plan for reclassification. If there were significant changes as far as the Mayor, I think that's really more up to the Common Council to decide how they would like to address the Mayor's position. I think a lot of that would depend on if it's part time, full time, what the new responsibilities or changes and responsibilities would be for that Mayor. I think that's hard for me to necessarily say.

The next question is, **How would adding a city administrator position affect department head responsibilities and salaries?**

I kind of touched on this a little bit. But ultimately, from my perspective I don't see my responsibilities, at least in HR changing. I still will oversee contract negotiations. I will still oversee recruitment. I will still oversee benefits administration. I don't anticipate that a city administrator would be doing those tasks. So I don't anticipate my responsibilities significantly changing. I anticipate that's going to be pretty similar with other departments, that we will all still own and facilitate all of those tasks that we have and supervise the same level of staff. It's just going to be we have a city administrator essentially funneling the direction of our Common Council to us, so that we can all be succinct and on the same path.

The next question is, **What are the nuts and bolts of the best way to go about recruiting?**

So I did reach out to some colleagues throughout different municipalities in the states of Wisconsin and Minnesota to ask how they went about their recruitment process, because many of them have successfully hired city managers and city administrators. And a majority, I want to say at least 75% of the ones that I spoke to, use a recruitment firm to assist them with the process. And that has been my recommendation since the beginning. I think if we're going to cast a large net and try to get the most talented individual that we can to come forward for this position it would be best to have a recruitment firm that has access nationwide to the best individuals for that job. A few of them did use internal resources and just have their HR department manage it with the assistance of department heads. But again, that was a very small amount. And it typically was the smaller communities, more on the 30,000 population or less that did that anyone close to our population size did use a recruitment firm.

And then the next question is, **Who is involved in the hiring process?**

I asked other municipalities who was involved in their recruitment process. Primarily they stated that it was members of their Common Council, and it was their department heads, and in some circumstances, they did involve the Mayor. What I found very interesting is that quite a few of them had different approaches to community involvement when it came to their recruitment process. Some would have their final interview in their Council chambers and members of the public could be present for that final interview. They were not permitted to ask questions just in order to keep an environment where the candidates could answer questions. But they could submit questions to their Council person ahead of time, and that Council person could ask questions of that candidate during that interview. Others would record the finalist interview, and they would release it to the public, so the public could at minimum see the interview of the finalists. Others would hold public receptions for the finalists so members of the public could come in and also meet those candidates as part of the interview process. So there's a lot of really creative ways we could go about the process as well. There were also opportunities for employees to sit in and essentially watch the interview. They again weren't participating, but it would be Common Council members asking questions about employee involvement at all levels. So when it comes to the process, we really could get as creative as we wanted to with our interviewing.

Is it typically only one finalist or could there be more than one finalist?

I've seen multiple ways. I've actually been watching quite a bit out on LinkedIn. I'm seeing articles posted by other communities that are recruiting city administrators. I've seen anywhere from two to four finalists. So I think kind of that's the sweet spot when we're coming to finalists. I would say more commonly on when they're releasing names to the public and are doing public receptions or public involvement interviews, it's typically a top two.

Other ways as part of the interview process, I've been seeing communities interact with social media. So some candidates may post a statement to the community that we can post out to social media to introduce themselves to the community really leveraging social media, I'm seeing is also a

popular avenue which makes a lot of sense with the utilization of social media. So I think we can get very creative with that and involve our community in a lot of different ways.

The next question is, **Will there be a review of the proposed organizational chart?**

Always happy to do that. I think if there's changes that we want to make, we certainly can. We can evaluate those. If there's certain positions where it makes more sense. They report directly to Common Council versus city administrator. If they're reporting to a board versus a city administrator, I think we can review all of that. I definitely try to take all that into consideration when putting the proposal together but certainly that can be reviewed.

The next question is, **What about the overlap of duties of the Mayor and a city administrator? If a city administrator is hired during the next four years, how would that be handled?**

In my opinion and what I'm learning is it just seems to be a shift in focus. So it seems to me the Mayor is going to focus on the public outreach and public engagement. Have that be the primary focus at maybe a state level if there's different advocacy work that they're going to do. Whereas the city administrator will certainly still have involvement in our community. But the focus is going to be those internal operations, making sure that we're using taxpayer dollars the best way, and that we are operating in the best fashion to serve our community the best way. So really, I think if the administrator is hired, it's just shifting some of that Mayor's focus a little differently with that assistance of the city administrator.

The next question is, **What will physical logistics be for this new position and potential added staff they may need?**

Logistics is a concern. I think that's a concern for us now even without a city administrator. City Hall is pretty tapped for space. We don't have a lot of available office space. If we were to even add new positions that are needed for our community, we do struggle with that. So, I think that's something that we're going to have to get creative on and what that looks like. So I don't have the perfect answer for that. I think that's going to be this group and others coming together to figure out what that looks like as far as additional staff. Initially, I don't see a necessity for additional staff. The reason I say that is the addition of potentially what I see in other communities is an assistant city administrator. If we were to hire a city administrator, I think they need to determine if that's a need or not. I think it's something we should be aware of and know that there's the potential for that. But I don't see that as an initial item that we should be looking to accomplish with the same task. As far as an administrative assistant goes, I think we'd have to do an evaluation but we do have an executive assistant to the Mayor. There is the potential we'd have to look at that individual's capacity, see if they'd be able to assist, but that could be a resource for the city administrator, or we have to. That could be the one position I might see there'd be justification for some sort of administrative or executive assistant. But again, that would take us needing to do an evaluation of

the workload, and what the necessity is. But that would be hard to judge initially until someone's in the role. And we understand again what that need is. I think it's hard to determine in advance.

Have you anticipated any unforeseen consequences or costs of adding this position?

Definitely, the logistics like we previously discussed. I think that's going to be a challenge for us of where this individual has office space available to them. Just because of our current office space availability. Like I had stated earlier we did put that additional \$10,000 into our estimates for cost. So we tried to, as best we could, cover what those additional expenses may be. And again, those are things like training, travel, memberships, and different things that that individual may need. Again, that might be more than is needed or the right amount. That was just something that the Director of Finance and myself thought may be sufficient for a budget.

And then I guess an additional consequence, and I don't want this to appear negative at all, it is not, is the adjustment that everyone will need to go through by adding a city administrator. It's just new, and everyone just has to go through the adjustment phase of adding that new position and what that looks like. Again, it's not a negative, it's just it takes time to adjust to things. And so I would think if we properly onboard the individual, if we properly notify staff, if we properly share with staff what an organizational chart would look like, and what the future holds, and even if HR, Council, or the Mayor held informational sessions with staff to let them know what this transition period looks like, I think we could set ourselves up really successfully with a little bit of pre work.

Would HR be the department that would coordinate the onboarding?

Yes, we would. In most circumstances we would, and in this one, we certainly would be involved in in that onboarding process.

The next question is, What would the performance review of a city administrator look like and how will they effectively be measured, and how often, and against what metrics?

So, this one again I reached out to some cities and asked what they do. Really, this would be determined by the Common Council, and if we go the route of an employment agreement or an employment contract it should be outlined in that contract what the performance evaluation will look like. So it could be once every three months for the first year, once a year, really, however, the Common Council feels they want to evaluate this individual. Some cities have gone the route of having an outside firm evaluating the performance of the city administrator from a metrics perspective from public engagement perspective to get the most.

I don't know. To get the widest range of responses to the person's performance, I guess the best way I can describe it. Others have had their Common Council create their own form. And by form I mean essentially the questions the metrics that they're going to be measured against in partnership with the HR department and we help facilitate that. Some will have the performance evaluation done in closed session. Others will have it done in open session with public being able to be present. I was

seeing it in multiple fashions. But again, I think that is what needs to be outlined in that employment agreement with that individual ahead of them actually beginning work with the city. Others simply have them on the same performance evaluation process and cycle as their department heads. And I do have examples that I can certainly share what other cities put in their employment contracts. I do have seven examples of employment contracts from other cities that we can use should we move forward with the city administrator to help draft our own, and obviously in partnership with legal.

The next question is, **What things would be on the table for contract negotiations?**

So with the contract negotiation or the employment agreement for a city administrator. Primarily, when I was reviewing them, the items that I was seeing was salary, auto allowance, moving or relocation expenses, professional development allowance. And then I do have a letter as well from like, I said from McGrath, who did our in-class study, and they indicated what they are seeing in their recent studies is a again a monthly car allowance, phone allowance, and then deferred compensation contributions. And that is typically a percentage or up to the IRS maximum, which is currently \$23,500. So that could be something that they may want to initiate right now. We do not contribute to deferred compensation for staff because they have the WRS or pension contribution.

So the next question is, **If necessary, what is the termination process?**

What I am seeing with other cities, it is clearly defined in the employment contract. And by clearly defined, what I mean is, it will specifically state what is the cause that would indicate or be indicative of a termination of their employment. Some can simply say at the discretion of Common Council, others will specifically outline what is for cause. But again, it will be very clearly defined in their employment contract. What we would determine to be insufficient performance, or if there were behaviors inside or outside of work that would be deemed for termination.

Did you get a sense in the research that you've done what other communities may be doing related to them?

Yes, I do have examples. And so, one city, for example, the cause they specifically list, if there's a conviction of a felony, if there's performance of endangering property or personal safety of themselves or another person, violation of any lawful official order or failure to obey any law, insubordination, or disgraceful conduct, use of threatening behavior, or unreasonable amount of absences, so they specifically outlined. Again, other communities just simply stated at the will of the Common Council. That would definitely come with investigation. We would make sure we thoroughly investigate and substantiate claims brought forward by that individual or for that individual. But most I'm seeing do not specifically state, because it's very hard to capture all events that may result for a termination. So it can go either way. But some specifically state.

The next question is, **How would the city administrator interact with the police and fire commission?**

What I envision is no different than how the Mayor interacts now, follow state statute. So, I don't see that relationship changing, I think they can certainly work with the chair of the Police and Fire Commission if there's questions or concerns but at the end of the day we follow State statutes that are outlined for police and fire commission and respect the group that oversees that work.

The next question is, **How would the city administrator position affect the City Council and their interaction with department heads? Will Council members be allowed to talk directly with department heads or will the city administrator need to be involved in those conversations as well?**

From my professional opinion I believe that elected officials should have the ability to talk to department heads as they wish. I don't think, or I don't see an issue with them directing questions to the subject matter experts of the city. I think that just creates efficient government work. I would recommend that if Council members are asking department heads to take on a project or a task that they do that in collaboration with the city administrator to ensure we're all aligning and having the best use of our resources but asking clarifying questions, learning more about a process. There should be open and fluid conversations between department heads and Council, in my opinion. But that really, again, should be something we define in a job description or expectations for the city administrator coming in. That the Common Council and department heads want to be able to have those fluid conversations and not have an extra layer necessarily to have to go between when it's something like clarifying questions or needing more information to be able to make a decision at a Council meeting.

So was that in the current job description that was put before Council previously? Was that something that was alluded to or considered or is that something that would be an addition?

I think it should be clarified in the current or the proposed job descriptions as it's today, I think if that's a concern of the Common Council or of this group, I think it would be best to just be clear on that, to make sure that it doesn't become a problem later.

I guess an associated question with job descriptions. If it seems down the road three, four months after the hire of the city administrator and that job description be modified, who can do that and what approval process is necessary to make that change?

I think it would depend on how it's written in the employment contract. I think we may want to have, and this may be where we have to lean on legal to ask their opinion. If I'm discussing how we treat any job descriptions now for city employees. HR has the ability to update those job descriptions as long as they don't create substantial duty and responsibility changes that would constitute a reclassification of their position. However, with the city administrator what I would recommend is if we do need to make job description changes it would go through how any other personnel changes

happen now where it gets approved by Finance and Personnel Committee, and then by Common Council. But again, we may want to lean more on legal and ask that question, or have it clearly defined, or both, in the employment contract.

The next question is, **Have you already reached out to other municipalities to ask how they did their hiring of a city administrator? And then regarding the need for public engagement about adding a city administrator position to the City of La Crosse do you have any information on how other municipalities educated or informed their residents about hiring a city administrator?**

So yes, I've already kind of alluded to when this original, this idea originally was brought up by the Mayor. I had started reaching out to some of my colleagues across the State of Wisconsin, and a few I knew in the State of Minnesota to just ask questions and educate myself. I previously have worked under a city manager before, so I have experience in that area but wanted to just learn more about adding one, because that would be new, a new process for all of us here. So I have been doing that. As far as public engagement goes, the challenge that I'm running into is quite a few of the communities who are engaging with me and responding, have had a city administrator or a city manager for quite some time.

So the education to the community arguably is there because they've already had it in their communities, some of them, since the 1960s, seventies, eighties. So it's just been something that's been a staple in their community for quite a few years. So that's a challenge that I've had. When asking however, a number of them said, if I do need to recruit for a city administrator in the future, I know I will need to do community engagement. Because for some they'll need to better understand what this position is responsible for. Some ideas could potentially be educational videos we put out on social media the difference between what a Mayor would be doing and city administrator.

But I also want to respect the idea that not everyone has access to social media or a computer frankly, and I want to make sure that everyone can get the same information. So it would be nice to potentially do some information sessions here, even at City Hall, where Council members could be present to answer questions for the community, or, if they're unable to answer the question, take the information, and be able to come back at a later session to then have an answer for the community.

It seems that the combination between social media and in-person and in writing which we do have information out on the city's website kind of that three-prong approach to communication, I think, would help educate our community on what we're looking to do.

And then the next question, **Just as these are all rather encompassing questions from the City Administrator Working Group, what is the drive to get this position now?**

I don't have a response to that. This has been something more, a task I guess, to the HR Department to kind of research and work through. So, I think the drive from what I'm hearing is creating efficiencies and really having professional management oversee our city as many others do, could

create great benefit for the city. If I'm going to say what my observations have been and what I have heard. Those are kind of two themes I've heard, efficiency, and that professional level management that we haven't had as far as having an actual city administrator.

The next is, **What is the actual need we are trying to fill?**

I think that goes along with my first response. Again, that efficiency and professional level management.

And then what is the public's appetite for this at the present time?

I don't think I'm the right person to answer that.

Have you heard at all from the public related to a question about the city administrator? Has anything been directed to HR about the need or interest, or anything like that?

I have had no engagement from the public. All questions have been from staff.

Draft 4-25-25 v.4 City of La Crosse - Mayor vs. City Administrator Information Paper

Introduction & Purpose

This paper intends to provide information for La Crosse Residents and others regarding the benefits and challenges of

- a. The Mayor-Council form of administration, where the mayor is both the Chief Executive Officer and the Chief Operating Officer, and
- b. The Mayor, Council Administrator form of administration, where the Mayor is the Chief Executive Officer and the Administrator is the Chief Operating Officer.

The University of Wisconsin Extension's Local Government Education Program prepared this Information Paper utilizing information from the following sources:

- a. City of La Crosse City Administrator Work Group
- b. Research and Interviews
 - i. City of La Crosse Department Heads (anonymous interviews provided by Working Group)
 - ii. Research specifics are noted throughout this information paper.
 - iii. Interviews with Rebecca Glewen, Former Mayor of Beaver Dam and currently County Administrator/Human Resources Director, Trempealeau County, WI; Jerry Deschane, Executive Director, League of Wisconsin Municipalities, and Sarah Diedrich Kasdorf, Director of Outreach & Member Engagement, Wisconsin Counties Association.
 - iv. Citizen and Others' comments and input. (provided by Working Group)

Background Information

a. City of La Crosse City Administrator History

- i. The City of La Crosse faced this question in the past, most recently in 2012 when the voters defeated a ballot question.
- ii. Former Mayor Mitch Reynolds introduced the need for a City Administrator in his State of the City address on January 11, 2024.
- iii. A Charter ordinance creating a City Administrator was introduced on October 10, 2024.
- iv. The Common Council, through a resolution, created a City Administrator Working Group on November 14, 2024, with a charge to report back to the Common Council by May 2025.

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b. WI Cities/Villages with an Administrator or Manager - *Source: UW Oshkosh Whitburn Center*

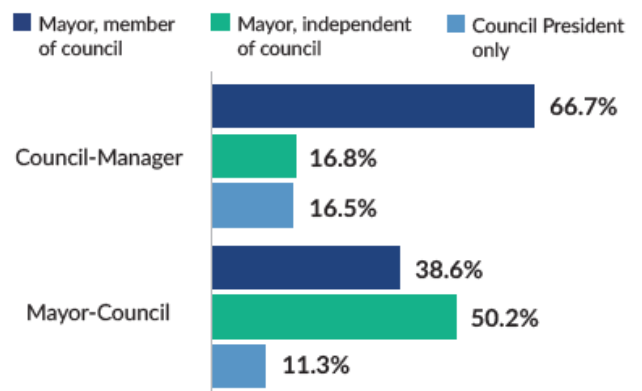
Wisconsin Cities	Totals	City Manager	Administrator
City Manager or Administrator	190	10	91
Wisconsin Villages	Totals	Village Manager	Administrator
Village Manager (all in SE-WI) or Administrator	415	9	54

2018 ICMA Municipal Form of Government Survey

Form of Government	Number	Percent
Council-Manager	4,386	40.0%
Mayor-Council	4,166	38.0%
Commission	1,302	11.9%
Town Meeting	1,056	9.6%
Representative Town Meeting	59	0.5%
TOTAL	10,969	100.0%

Data are based on extensive research and verification conducted by ICMA staff. Sources consulted include the ICMA Form of Government Survey, state association directories, historical data published in *The Municipal Year Book*, and state and local statutes.

Chief Elected Official Structure by Form of Government



Definitions

a. Definitions - *International City/County Manager Association*

- i. **Mayor-Council Form of Government:** Elected council or board serves as the legislative body. The chief elected official (e.g., mayor) is the head of government, with significant administrative authority, and generally elected separately from the council.
- ii. **Council-Manager (administrator) Form of Government:** Elected council or board and chief elected official are responsible for making policy with advice of the chief appointed official (e.g., administrator/manager). A professional administrator appointed by the board or council has full responsibility for the day-to-day operations of the government.

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- a. **Comparable Municipalities List** as defined by the City of La Crosse City Administrator Working Group

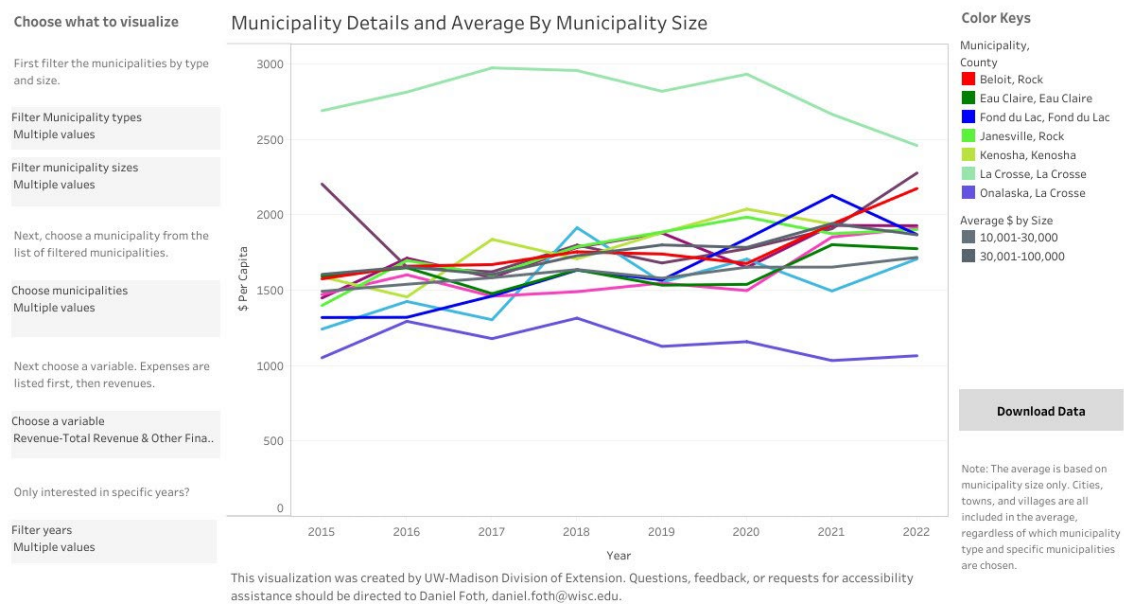
Comparison Cities	Type of Management	Mayor	President / Council	Mgr.-Adm. Appointed by Council	Population
Onalaska	City Administrator	Yes	No / Council	Yes	18,975
Beloit	City Manager	No	Yes	Yes	36,449
Fond du Lac	City Manager	No	Yes	Yes	44,678
Wauwatosa	City Administrator	Yes	Yes	Yes	47,289
Sheboygan	City Administrator	Yes	Yes	Yes	49,773
West Allis	City Administrator	Yes	No / Council	Yes	58,950
Janesville	City Manager	No	Yes	Yes	65,911
Oshkosh	City Manager	Yes	No / Council	Yes	65,948
Eau Claire	City Manager	No	Yes	Yes	69,737
Kenosha	City Administrator	Yes	No / Council	Yes	98,484

Comparison Cities -Total Revenue and Other Financing (2022 Data)

Note that La Crosse is the light green line. DOR Data as shown in the LGE Graphing Expenditures and Taxes database. All comp ities are noted in graph, the color key is limited to 7 vs. 10 comps.

General Revenue, Expenditures, and Taxes

Select one or more municipalities and a variable to visualize your data.



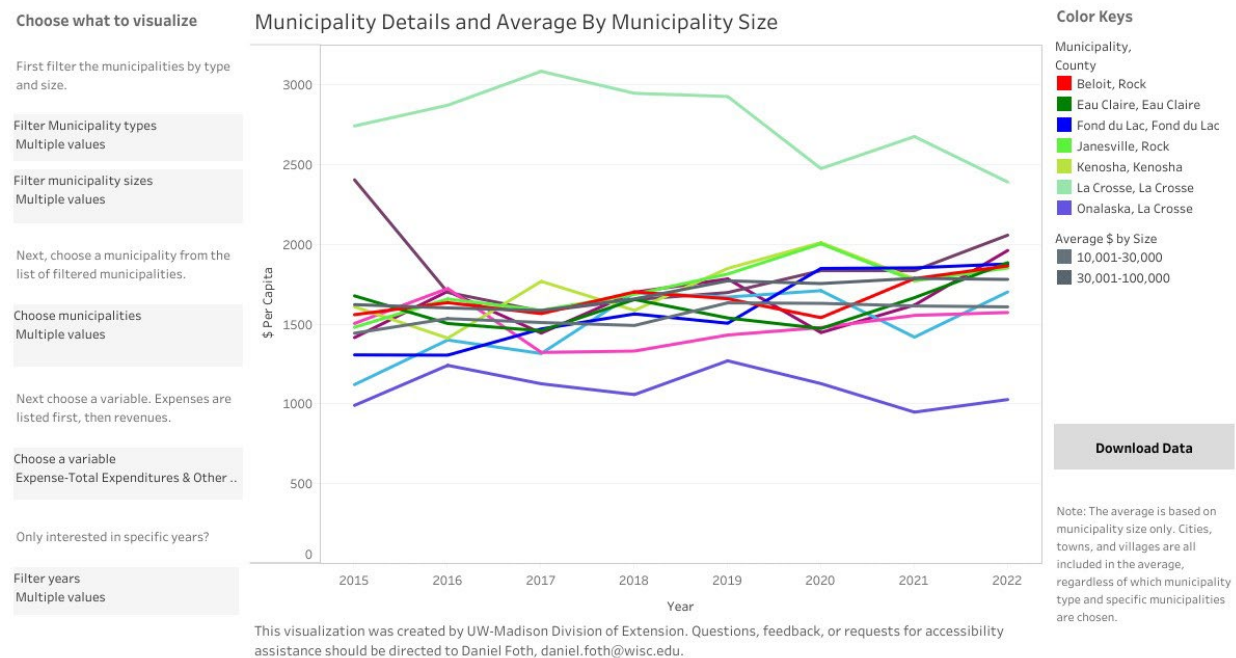
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Comparison Cities - Total Expenditures & Other Financing (2022 Data)

Note that La Crosse is the light green line. DOR Data as shown in the LGE Graphing Expenditures and Taxes database. All comp cities are noted in graph, the color key is limited to 7 vs. 10 comps.

General Revenue, Expenditures, and Taxes

Select one or more municipalities and a variable to visualize your data.



b. **Mayor** - Wis. Stat §62.09(8) (defines the Mayor's position):

Defines the mayor's position as the chief executive officer, observes and enforces city ordinances and state laws, and all city officers and employees discharge their duties, presides at the meetings of the council, has veto power as to all acts of the council, subject to override.

The La Crosse Municipal Charter additionally defines the Mayor's position.

Sec. 2-59 - The office of Mayor shall be the full-time principal occupation for the holder of said office. The Mayor shall have all duties and powers permitted by law.

c. **Administrator** – The Proposed Charter Ordinance **Sec. 19. – Office of the City Administrator**, generally provides the Administrator duties to include: Efficient, effective, and responsible government, by carrying out the Common Council's policy directives, responsible to the common council, administers day-to-day operations, prepare, then administer the annual operating budget as approved by the Common council, receive cooperations from all officials and employees so that the City government shall function effectively and efficiently.

The Mayor's administrative duties will be given to the City Administrator

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Interviews

Rebecca Glewen, Former Mayor of Beaver Dam and currently County Administrator/Human Resources Director, Trempealeau County, WI. A discussion summary follows.

- When she was the City of Beaver Dam Mayor, she initiated and led the effort to reduce the role of the mayor and to hire a City Administrator.
- The City of Beaver Dam had hired a Director of Administration who primarily served as the Finance Director with some administrative duties, but the role did not fully address the broader needs of the city government.
- Her view was that the City was stagnating, not moving forward.
- Transitioning from a full-time mayor to a part-time role was challenging, as it required stepping back from day-to-day operations and trusting others to lead. Success in this structure demands a willingness to give up some control, both from the mayor and the council, to allow the administrative team to manage the city's operations effectively.
- Public engagement was conducted through radio broadcasts, newspaper articles, and mayoral listening sessions.
- The Council voted for the position change, and with the organizational change, the mayor's salary was reduced by two-thirds.
- After the organizational change, she continued serving as a part-time mayor for one year before stepping down with one year remaining in her term to pursue an administrative career as the County Administrator/Human Resources Director for Trempealeau County, Wisconsin.
- As County Administrator, Rebecca has led improvements in communication among department heads, staff, and the community; achieved \$98,000 in insurance savings in her first year through budgeting efficiencies; streamlined departments and services through organizational changes; and strengthened employee culture to boost retention and promote a positive, engaged workplace.

Jerry Deschane, Executive Director, League of Wisconsin Municipalities. A discussion summary follows.

- The League of Wisconsin Municipalities has no formal position on Mayor/Council versus City Administrator.
- City Administrators have been around for over 100 years.
- Potential benefits include stability, the Separation of politics and administration, the administrator presents options for council review and approval and is a neutral implementer of council policies.
- A successful City Administrator/Mayor/Council relationship is founded on clear lines of authority.

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Sarah Diedrich Kasdorf, Director of Outreach & Member Engagement, Wisconsin Counties Association (WCA). A discussion summary follows.

- The WCA actively assists its members in providing information on the benefits of implementing the three state statutory approaches. County Executive, Administrator, or Administrative Coordinator.
- WCA provided questions, presentations, and other research it uses to assist their members who are addressing this issue.

City of La Crosse Department Heads – the Working Group conducted interviews with the Department Heads and provided their comments anonymously. Common comments include:

- Need a CEO to run a \$70 million-plus entity.
- Administrator will provide continuity, consistency, and stability.
- Need to hire the “right person.”
- Better department collaboration
- Concerns about cost and where to put them, the City Hall is full.
- Department head impact
- Citizen buy-in
- How will the Full-Time Mayor and Administrator work together?
- Change will need to be managed.
- Frees the Mayor to be more public-facing.
- Continuity of department projects, avoid spending time on projects going nowhere.

What the Research Says:

This paper also utilized the following research.

Does Government Structure in Wisconsin, Does Form Matter, Nollenberger and Simmons, University of Wisconsin – Oshkosh, 2016. This research surveyed 141 municipalities with a population over 5,000, and found:

- Concluded that there are few clearly identifiable differences between cities with differing governmental forms - *Page 83.*
- Where the Mayor (versus council) appoints the Administrator, greater degrees of conflict and less cooperation exist – *Page 85.*
- Also, concluded that the administrator position has brought professionalism to cities and villages that added the position – *Page 86.*

Smarter, Faster, Cheaper, IBM Global Business Services, Edwards, 2011

- Researched 100 American Cities – *Page 1.*
- Concluded that Cities with city manager forms of government are nearly 10% more efficient than cities with strong mayor forms of government – *Page 8.*

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Professional Management in Wisconsin Municipalities, Whitburn Center for Governance and Policy Research, 2024, Used research gathered from 188 Wisconsin cities (excluding Milwaukee and Madison) notes the following:

Table 1: Fiscal Characteristics of Cities with and without Administrators

Cities All Administrator Chapter 64- Manager Non-Administrator

Cities	All Administrators	Chapter 64- Manager	Non-Administrator
Property Tax Per-Capita	\$ 594.02	\$ 543.87	\$ 528.79
Spending Per-Capita	\$ 1,860.55	\$ 1556.77	\$ 1,877.23
Law Enforcement Per-Capita	\$ 297.18	\$ 256.72	\$ 267.55
General Obligation Debt Per-Capita	\$ 1,821.59	\$ 1,852.27	\$ 1,437.39
General Gov. Spending Per-Capita	\$ 195.98	\$ 125.76	\$ 205.00
Shared Revenue Per-Capita	\$ 195.09	\$ 210.27	\$ 250.34
Tax Incremental Financing (TIF) Per-Capita	\$ 153.59	\$ 112.73	\$ 144.12

Table 1 notes that non-administrator cities have overall higher spending per capita, lower property taxes, lower law enforcement spending, and lower debt (perhaps due to less capital investment), and reduced use of Tax Incremental Financing (TIF) debt service.

Table 3: Agreement with Governance Statements

To what extent do you agree with the following statements, where 1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree?

Item	Administrator	Non-Administrator
This local government has utilized strategic planning to frame its mission	3.43*	3.09
This local government has a clear emphasis on treating the citizen as a customer	3.81	3.67
This organization has successfully developed clear measures of program/service performance	3.37*	3.09
We view the executive as a full partner in the governing process	3.94*	3.76
Organized interest groups have significant influence over, board/council decisions	2.21	2.37
Board/Council members do what they say they will do	3.48*	3.29
Board/Council members willingly try new things without fear of ridicule	3.30*	2.93
Board/Council members willingly try new things without fear of retribution	3.39*	2.99
Board/Council members are open about how they feel about other members' preferences	3.37*	3.19

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Table Three illustrates that.

- Administrator/Manager-led municipalities have higher functioning councils (less destructive conflict types)
- Administrator/Manager-led municipalities report higher levels of reform adoption.

Table 4: Agreement with Human Resource Statements

To what extent do you agree with the following statements, where 1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree? Administrator Non- Administrator

Statement	Administrator	Non-Administrator
I have the necessary resources to do my job well	3.57	3.42
I have the opportunity to “reward” employees that I supervise when they do an outstanding job	2.93*	2.62
Organizational culture is a barrier to attracting new employees	2.38	3.04*
Work/life balance is a barrier to attracting new employees	2.67	3.09*
Employee quality is a barrier to retaining existing employees	2.78	2.92

*Statistically different at the 95% level of confidence.

Table Four illustrates that.

- Administrator/Manager-led municipalities report lower staff turnover rates.

Benefits and challenges with the Mayor/Council operations form.

This table was developed using identified research, and comments received from citizens and Others. No attempt was made to verify this information.

Mayor – Council Benefits	Potential Limitations with Mayor as Chief Operating Officer (COO) and Chief Executive Officer (CEO)
a. The current La Crosse Mayor-Council system has been in place since 1856.	a. A Mayor can be elected without any local government knowledge or experience to run a large complex municipality
b. Direct accountability to residents	b. Time it takes to “learn” what s/he needs to know

Draft 4-25-25 v.4 City of La Crosse - Mayor vs. City Administrator Information Paper

c. Committee, Commission, and Department head appointments by the Mayor and confirmed by the Council	c. potential for silos and individual departments influence their committees and Mayor
d. City staff works within the current system	d. Concentrated Executive and Operations power in one person

Benefits and challenges with the City Administrator's operations form.

This table was developed using identified research and comments received from citizens and Others. No attempt was made to verify this information.

City Administrator Benefits	City Administrator Challenges
a. Mayor as CEO and Council Policy Focus	a. City Administrator Salary, benefits, and support staff will increase the current operations cost
i. Council and Mayor retain authority over the administrator	b. The Council may not choose the most qualified candidate
ii. Mayor/Council continue to monitor budget and operations performance	b. Confusion as to Roles and Responsibilities
iii. City Council confirms Department head hire(s)	c. A poor Administrator may harm the City more than a poor Mayor
iv. The Mayor still appoints Committee and Commission appointments, and confirmed by the Council	d. The administrator may not stay long; thus, the replacement time and cost could be significant.
v. The Mayor and Council have one direct report, the City Administrator, versus all department heads	e. Change brings its own set of issues.
vi. Policy – Mayor and Council improved ability to focus on long-range policy	f. Unlike a mayor who often serves as the public face of the city, city managers typically operate more behind the scenes. This can make public communication and rallying support for initiatives more difficult.
vii. Collaboration – Mayor and Council improved ability to work with the council, other governments, and residents to effect policy	g. Administrators are not trained to be political leaders. This may lead to less ambitious or visionary leadership compared to a strong mayor who can campaign and push a political agenda.
viii. Less focus on staff issues	h. A city administrator is appointed by the city council and is not directly elected by the public. This can create a sense of distance between executive decision-making and voter input, as citizens don't have a direct say in the manager's hiring or removal.

Draft 4-25-25 v.4 City of La Crosse - Mayor vs. City Administrator Information Paper

City Administrator Benefits	City Administrator Challenges
ix. Budget becomes a policy discussion	i. Because city administrators are accountable to the council rather than the public, conflicts may arise if political divisions exist within the council, potentially limiting their effectiveness.
b. Administrator – COO	
i. Reports and are responsible to the Mayor and City Council	
ii. Specific Training and Expertise in Municipal Operations	
iii. Expertise in implementing Mayor/Council policy	
iv. Stability – bridge during Council and Mayor changes	
v. Collaboration - Potential Increase focus on efficiency and operations optimization	
vi. Budget oversight – administrator provides an overall budget review compared to department by department	
vii. Risk Management through better issue understanding and risk identification (short and long term)	
viii. Budget becomes a policy implementation effort	
ix. Potential for lower costs due to better efficiency, collaboration, risk assessment/mitigation, and improved staff collaboration	
x. Provides city-wide quality control and legal adherence by all departments	
xi. Improved understanding of City Policy and staff implementation	

What are La Crosse Citizens' Saying?

This table reflects resident and other comments received in November/October 2024.

In Favor	Against	Against having both a Mayor and Administrator	Process concerns	Non-Resident - Commentary in favor	Totals
19	8	2	2	4	35

Draft 4-25-25 v.4 City of La Crosse - Mayor vs. City Administrator Information Paper

What would be the Policy versus Operational Role?

This information was developed through research, citizen and other comments.

Mayor/Council – Policy role

- Policy creation;
- Budget creation, prioritization, and approval;
- Organization-level goal setting;
- Serving as a bridge between residents and local government;
- Deciding the scope of services to be provided;
- Program creation;
- Approving legislation; and
- Evaluating the administrator

Administrator – Operations role

- Oversight of day-to-day operations.
- Managing, hiring, and firing staff;
- Deploying resources across the organization;
- Developing and implementing budgets; and
- Implementing the Council's policies.
- Reporting on goals;
- City spokesperson

If the City Council Votes for a City Administrator -Now What?

This information was developed through research, citizens, and other comments.

- **What Needs to be Done First?**
 - Ensure that clear lines of communication and operation are agreed upon and established between the Mayor, Council, and Administrator position.
 - Updating of city policies.
 - Decide whether to use a search consultant to assist the hiring process.
 - Hiring a qualified Administrator.

Draft 4-25-25 v.4 City of La Crosse - Mayor vs. City Administrator Information Paper

Frequently Asked Questions – *This is a start of such a document – need to discuss if wanted or needed.*

Q - What will the Mayor do under the City Administrator operations approach?

A – The proposed ordinance moves the mayor’s administrative responsibilities to the City Administrator. The Mayor is still a member of the Common Council and retains his Executive responsibilities (running meetings, policy champion, veto, and community engagement.

Q – Why does La Crosse need a Mayor and an Administrator?

A – The Mayor’s role will continue to be that of Chief Executive Officer, and the City Administrator will be the Chief Operating Officer. This approach allows the Mayor and Council to focus on long-term policy and the Administrator to focus on day-to-day operations and policy implementation.

Q - How can the City fund a full-time administrator at a cost range of \$186,646 to \$194,423 with the City’s current budget deficit of \$ \$3,000,000?

A – The expectation stated in numerous public comments and the research indicates that the City Administrator’s professionalism, continuity, expertise, and education focused on the City’s operations and budget are expected, over time, to fund the Administrator’s salary.

Q - Will having a full-time position increase the property tax levy

A – Not necessarily, the property tax levy is fixed by state law, and can only be increased by an increase in Net New Construction, borrowing, or a taxpayer referendum.

Q - Is this position needed? The Mayor-Council form of government has worked well since 1856; why does it need to be changed now?

A - The only qualification that a person needs to be Mayor is to be a resident of La Crosse, 18 years old, and elected. Whereas a City Administrator brings significant expertise, experience, and capabilities to run a City of 50,000 people, with a \$75 million budget.

Q - Hiring an administrator means giving up your right to elect your leader.

A - The elected mayor and council members are the policy makers, and the administrator reports to them. The administrator is responsible for implementing the policies on a day-to-day basis. The administrator can be terminated at any time by the Common Council.

Q - Hiring an administrator takes power away from the Common Council.

A - It will strengthen the position of the governing council to make key decisions. It will, however, result in adjustments in who is responsible for what.

Q. Administrators do not stay long in a community.

A - In Wisconsin, the average is about seven years, and experiences over fifteen years are common.

Draft 4-25-25 v.4 City of La Crosse - Mayor vs. City Administrator Information Paper

Q - Full-time mayors are the same as administrators.

A - Mayors are usually elected for their political leadership, not their experience and education in administering the day-to-day operations of the municipality. Some mayors may have administrative skills; others may not.

DRAFT – City of La Crosse Public Engagement Effort-

Mayor-Council or Mayor-Council-City Administrator Government Form

Goal: Seek to hear from citizens and others directly impacted

- Residents and property owners
- Businesses
- Non-profits
- Others as identified

1. Citizen Survey - Online

- Narrative regarding gauging citizen interest and opinion on LaCrosse Mayor-Council vs. Administrator
- Six questions & a comment space
 - Are you a citizen of La Crosse? Yes - No
 - Do you have a business or property located in La Crosse? Yes - No
 - Have you previously lived in a municipality with an administrator? Yes - No
 - Are you happy with the City of La Crosse services & operations? Yes – No
i.e., water/sewer/ police, streets, snow plowing, other?
 - Will an administrator improve services and operations? Yes - No
 - Please add any questions or comments here

2. Citizen Meetings – in-person/virtual

- Information presentation (One-pager flyer and presentation)
- Neighborhood meetings
- Citizen input (at the meeting, and encouraged attendees to use the online survey)

3. Web Page & Social Media

- Webpage for La Crosse Administration Discussion
- Determine other social media (if any – use to drive people to the Survey)
- Create a Frequently Asked Questions page
- Survey results summary page
- Citizen comment folders

4. Information Document & Information Presentation

- Grounding documents for all public engagement noted above
- Create a one-page (front and back) information paper
- Create an Information presentation – (eight to ten slides)

5. Time Frame

- Start by May 15, 2025
- Complete by October 31, 2025

Dear City Administrator Working Group Members,

I appreciate the time and effort each of you has dedicated to reviewing the potential addition of a City Administrator position for the City of La Crosse. After reviewing the materials and following recent discussions, I wanted to share my perspective on what I believe are the most important benefits and concerns, especially regarding the financial impact this proposal could have on our community.

One of the clearest benefits of hiring a City Administrator would be bringing in professional management expertise to guide day-to-day operations and ensure stability across city departments. This could create greater consistency during mayoral transitions and help improve long-term planning. It would also allow the mayor and council to focus more on policymaking and big-picture strategy rather than administrative details. Additionally, department heads would benefit from having a central, consistent point of contact to coordinate operations, and the city could strengthen its position in negotiations or intergovernmental matters by having a dedicated professional represent La Crosse's interests.

That said, I have significant concerns about the financial implications of hiring a full-time City Administrator without adjusting the structure of the mayor's role. Adding a full-time administrator alongside a full-time mayor would create two high-level executive positions with substantial salaries and benefits, and this would represent a long-term financial commitment for the community. Given existing budget pressures/lending, staffing needs across departments, and even current limitations on office space, I believe we need to be careful about increasing ongoing personnel costs without a clear funding strategy that all council members agree upon.

If La Crosse decides to move forward with creating a City Administrator position, I strongly encourage the working group to consider reevaluating the mayor's role. A shift to a part-time mayoral position or a reduction in the mayor's salary could help offset the cost of hiring an administrator while still maintaining the leadership and representation that citizens expect. This adjustment would allow us to gain the benefits of professional administration without putting undue strain on the city budget.

Thank you again for your work on this important issue and for considering my perspective. I believe we can improve the city's administrative structure while also remaining fiscally responsible.

Best regards,

Matthew Rumde

Craig, Sondra

From: nrberry18@icloud.com
Sent: Wednesday, October 1, 2025 3:50 PM
To: ZZ Council Members
Subject: City Administrator

[Some people who received this message don't often get email from nrberry18@icloud.com. Learn why this is important at <https://aka.ms/LearnAboutSenderIdentification>]

*** CAUTION: This email originated from an external sender. DO NOT click links or open attachments unless you recognize the sender and know the content is safe. ***

I attended the presentation yesterday at the Black River beach community center. Hopefully, the attendance for the evening session was much better than the one at 12:00 PM.

The subject has been discussed for far too long and based on a conversation yesterday with a council member will be voted on in the near future.

We need a city administrator that is hired by and responsible to the council.

The mayor's position should be removed.

A mayor would not be needed if the decision is to hire a city administrator.

Hopefully, the voters of LaCrosse will take this possible important change to city government seriously and put time and effort into responding to your survey or making their opinion known.

If there is anyway I could help, I am would be quite willing to do so.

Nick Berry

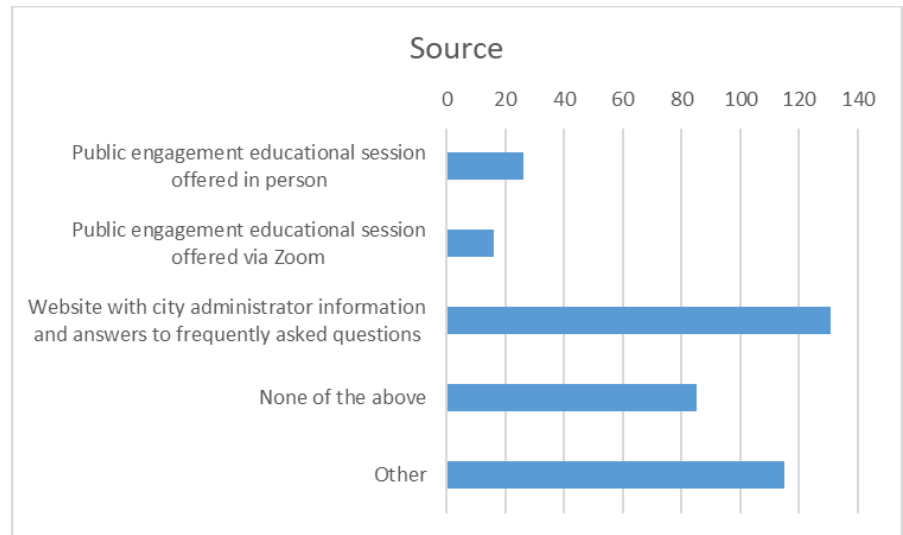
Proposed La Crosse City Administrator Survey Question Results

November 2025

Editorial Note: Many comments are direct quotes as submitted. In some instances, where indicated with a (), a summary of statements has been made for the sake of brevity.*

1. How have you learned about the proposed city administrator position for the City of La Crosse?(Select all that apply)

Public engagement educational session offered in person	26
Public engagement educational session offered via Zoom	16
Website with city administrator information and answers to frequently asked questions	131
None of the above	85
Other	115

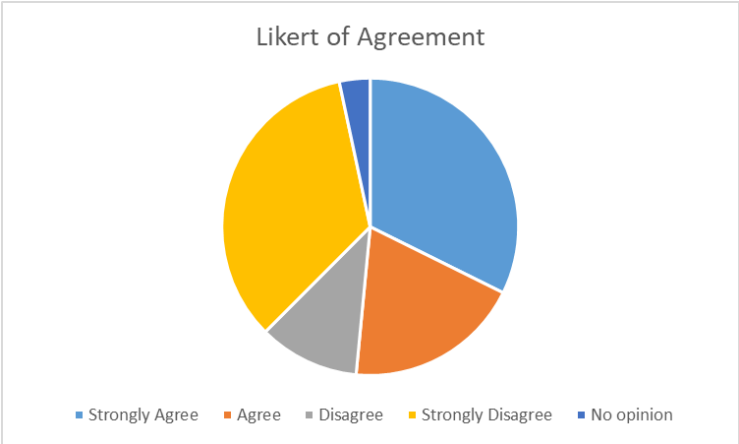


“Other” Listed as*:

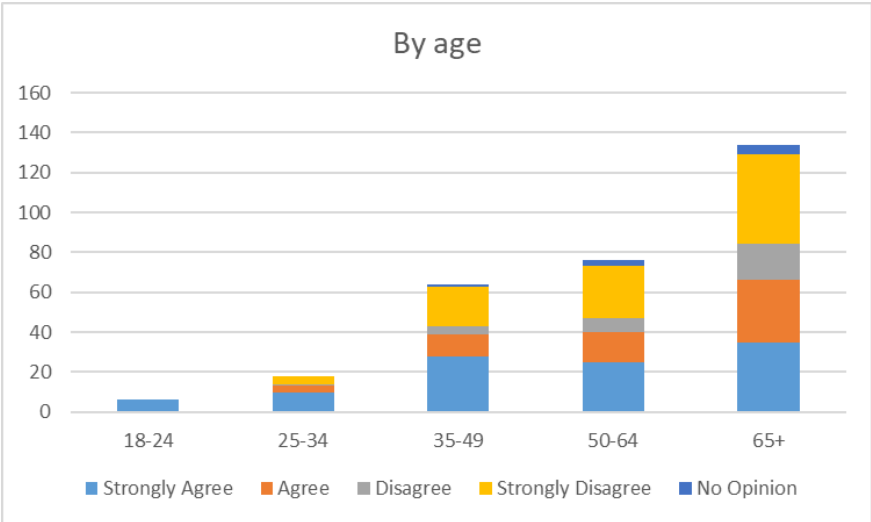
- Word of mouth (7)
- Local News; TV, Paper, Radio (68)
- Social Media (11)
- City staff/elected official (13)
- Email (10)
- Local business/non-profit (2)
- Housing Advocacy Committee (1)
- LNDN Association Meetings (1)
- Council Meetings (5)
- Historically following the topic (8)

2.How strongly do you agree that creating a position of city administrator will improve the management of the City of La Crosse?

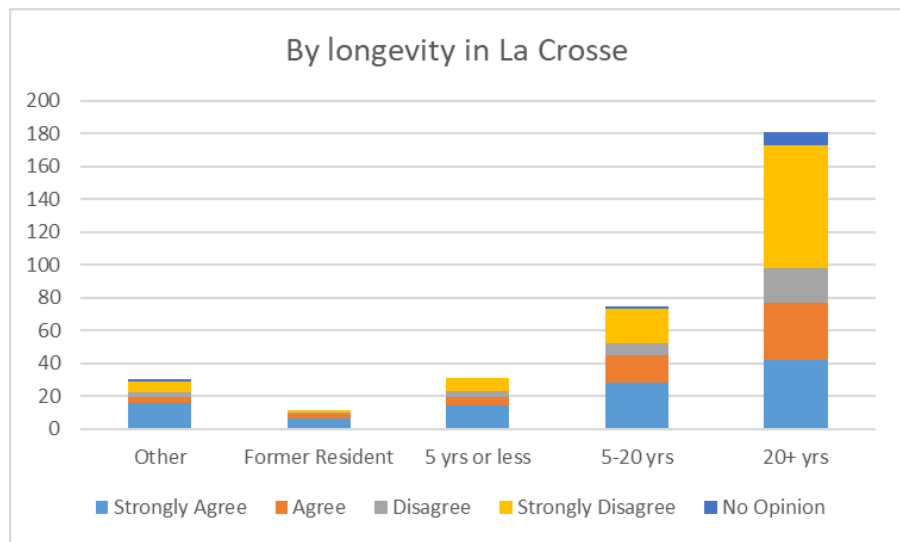
Strongly Agree	106
Agree	63
Disagree	36
Strongly Disagree	112
No opinion	11



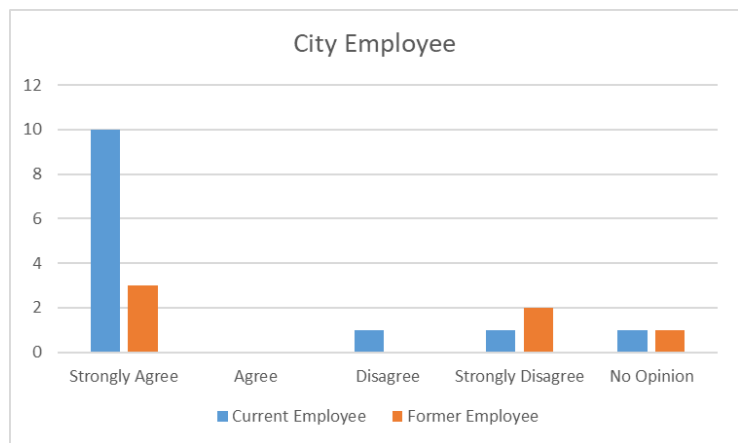
2.How strongly do you agree that creating a position of city administrator will improve the management of the City of La Crosse? (Data sorted by age of respondent)



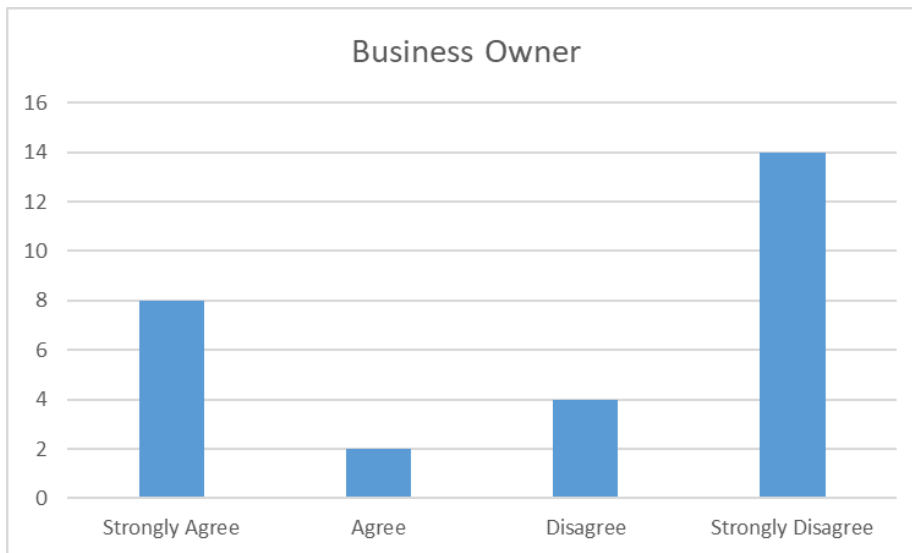
2.How strongly do you agree that creating a position of city administrator will improve the management of the City of La Crosse? *(Data sorted by age of longevity in La Crosse)*



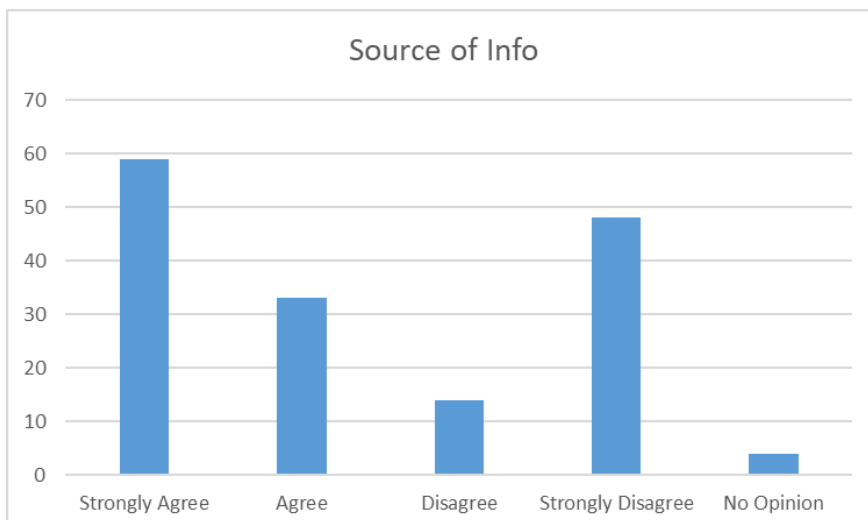
2.How strongly do you agree that creating a position of city administrator will improve the management of the City of La Crosse? *(Current or Former City Employees only)*



2.How strongly do you agree that creating a position of city administrator will improve the management of the City of La Crosse? *(Data includes Business Owners only)*

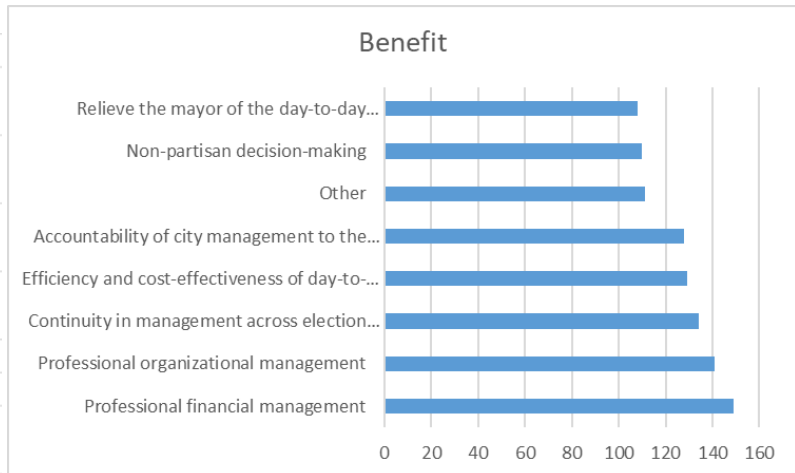


2.How strongly do you agree that creating a position of city administrator will improve the management of the City of La Crosse? *(Data includes those who indicated their Source of Info as Public Engagement Session and/or City Admin Website)*



3.What would be the benefits for the City of La Crosse with a city administrator position?

Professional financial management	149
Professional organizational management	141
Continuity in management across election cycles	134
Efficiency and cost-effectiveness of day-to-day operations	129
Accountability of city management to the city council/mayor	128
Other	111
Non-partisan decision-making	110
Relieve the mayor of the day-to-day management of city operations	108



“Other” Listed*:

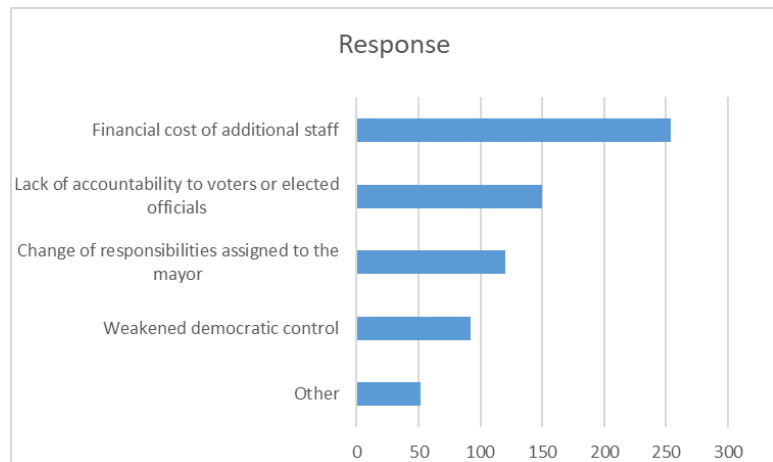
- Accountability of Council Members (2)
- Accountability to the Council only
- Cut Mayor’s position/Reduce Mayor’s Responsibility (8)
- Reduce/Cut Mayor’s Salary (4)
- Compensate someone to perform mayoral responsibilities
- Continuity across departments
- Dead Loss – Dead Weight
- Less Hostile work environment
- Department Heads will not have to train a mayor every 4 years, thus taking away departmental work
- It would not be up to dept heads and others to handle personnel issues with council members
- More direct accountability to the council for proper operation of municipal services
- More time for Mayor to focus on policy issues, community goals, and major projects rather than on administrative details.
- Ensure the departments stop working in silos and in some instances, completely against each other
- Many elected officials win a popularity contest but do not have the professional backgrounds and skills to manage the daily functions of complex government operations. Without an administrator, department directors may not be held very accountable for their actions, leading to “silos” and inefficiency.
- Improved experience for citizens working with city offices
- Improvement of services with citizen input
- Keep departments on task/accountable (2)
- Less wasteful spending
- Need more accountability and efficiency throughout the city.
- Someone with business/financial CEO type background is needed to run this City; Not Mayor or Dept Heads
- Staff at city hall would have a boss that is professionally training, we all appreciate competent co workers. Decrease in the toxic workplace & parity for opportunity in professional growth.
- Strong education and experience background brought to the discussion. They represent the function and outcomes, not the people – leave that to the elected positions.
- This position can offer performance feedback to certain Department Head positions as opposed to having this responsibility fall to the Mayor.
- To get rid of all the upper wasteful management do nothing waste of employees

“Other” Listed (not a benefit)*:

- None (20)
- Not good financial decision (12)
- Can made decisions without regard of citizen input
- Too much authority in the hands of an administrator
- We need to be budgeting for library funding and other more important needs than adding another admin position.
- It will not improve city management, rather will increase taxes
- The city has been run by a mayor since it’s inception.
- The Mayor should have enough support and staff in place to help
- The “benefits” listed above actually indicate the mayor is not performing as expected. These are responsibilities of an excellent mayor of a mid-size city.

4.What are some potential costs and/or negative consequences that may make a city administrator position undesirable for the City of La Crosse? (Check all that apply)

Financial cost of additional staff	254
Lack of accountability to voters or elected officials	150
Change of responsibilities assigned to the mayor	120
Weakened democratic control	92
Other	52



“Other” listed*:

- None (1)
- Financial Impact/Tax burden (11)
- Another layer of management (3)
- Corruption opportunities galore/Too much power (4)
- Fifth Wheel – already have dept heads
- Impact on Mayor’s position/Mayor not needed (3)
- No job description available
- Concern about hiring process (2)
- Duplicated responsibilities

- I would hope that the position would be contractually bound to accountability to the democratically elected mayor
- Not clear accountability
- Possible complications of terminating administrator for poor performance
- Potential for elected officials to “over-delegate” responsibilities to City Admin
- Re-designation of accountability and responsibility transitional confusion potential. Weak oversight process possibility by mayor and council unless regularly exercised.
- supporting city agencies or city over citizens without mediation or dialogue
- will this impact other city services negatively?

“Other” listed (not a concern)*

- None (6)
- Most normal cities have an city admin; a Mayor cannot be expected to do 80-1000 hour work week
- City needs to be more fiscally responsible and hopefully an Administrator can hold the people that work for the City to the Budgets that they have.
- I don't believe that these listed items will actually occur as a result of hiring an administrator. The administrator would be accountable to electeds. 1 extra staff is a drop in the bucket. 1 street project could cost more than 5+ years salary of a executive level administrator. An administrator's financial competency will pay for itself. I do believe mayors should then have less responsibility and take a smaller salary/be citizen volunteer. The administrator advises. They would not be voting. That would not reduce democratic control.
- It is a positive move to hire a City Administrator
- We are behind other cities that have had administrators for years
- Short term cost. Eventually the city finances would improve and cover the cost if a city admin.
- the only real and impactful change is the cost, but when the police department is allocated over 16million every year, you can find the money.
- These are only an issue if there isn't controls put in place in case the wrong person is hired--it's like any job, the potential consequences can be mitigated by clear job descriptions, competitive pay/benefits, and strong oversight. This will ultimately strengthen us unless we hire poorly and refuse to address it. Our biggest risk is continuing as is.

5.What do you see as the benefits of the City of La Crosse having a city administrator? (Please be as specific as possible) *This was an open ended question.*

Responses from those whom “agree” or “strongly agree” that creating a position of city administrator will improve the management of the City of La Crosse.

- A city administrator will be someone who is hired with a specific skill set of being able to plan and operate the city budget in an effective manner. A mayoral candidate doesn't necessarily have that same skill set. Mayor is an important position, but a city administrator is a different breed. Much smaller towns than La Crosse have city administrators, the time has come for us to hire one.
- A knowledgeable professional can improve efficiency across departments
- A professional experienced in this line of management.

- A professional person that has the qualifications to do the job.
- An educated person who knows how to run a “business” and manage personal professionally. Basically offer continuity regardless of who is the elected official.
- Answering to the City Council and not the mayor alone. Continuity across elected mayors. The Mayor position can now be reduced to a half time position in salary/benefits that would help in funding for a City Administrator position.
- Assisting the Mayor. Knowledge across departments. Efficiency.
- Benefits checked in question #3. Our previous saw the benefits of a city administrator and our new mayor believes so as well.
- Better coordination of intra-departmental and inter-city long-term planning and project implementation.
- Better way to run the city. It seems to be favored by most dept heads. Seems like the vast majority of cities prefer it. Don’t see much demand to move away from administrator system where it’s in place. Removes frictions between administration turnover.
- Can focus on implementing long term solutions. Consistency during turnover of council members and mayor. Possibly alleviating work and stress from department heads and hopefully that carries over to department staff as well.
- Consistency of city management when new mayors are elected.
- continuity over election cycles and professional management are an important consideration
- Continuity - when we elect a new mayor every 4 years, the person has to take a while to learn the job. An administrator would be more non-partisan.
- Continuity and competence
- Continuity and professional administration not dependent continuity and professional management skills
- Efficiency and cost savings
- expertise in financial management and ,increased efficiency in management of employees.
- Having someone with a degree and experience in management of people and finances would be good for the city.
- He or she would stay on after mayors and council members come and go. That long-term view and discipline will improve the overall effectiveness of our government.
- Hiring someone with years of experience in this field who actually knows how to run a city would be a benefit without all the political aspects of an elected official. People are swayed in who they vote for by pro-life/pro-choice (just as an example) when the mayor's views on abortion have NOTHING to do with them running our city.
- Hold city government accountable for actions and budget balance. Admin has to speak to me, with me. Answers to City Council not mayor. Give annual account of city.
- I would suggest a part-time administrator to contain costs....job share with mayor.Think beyond and make this a creative position.

- I've had my own problems with dealing with city department's, some are great to work with others are difficult. I think there isn't a lot of oversight. Or when there is, it takes the mayor quite a bit of time to get to the point where they understand enough to do something. In general, I don't think we should be electing someone to be the operator of a 70million dollar per year org. I have also heard people who want to build things have a hell of a time getting through the process. My understanding is that the processes are fragmented. I do also think that a city admin can over time drive down the costs of the organization.
- Improving efficiency on decision making for improving outcomes and progress for our La Crosse...improvements and building moves way to slow Decisions need to be practical and La Crosse needs to be united as one and not a north and south.
- Increase efficiency, financial responsibility and coordination across the city departments.
- Individual with knowledge of public administration and, probably, financial management experience. Allows mayor to concentrate on city challenges/problems and work with community to make changes/investigate options that meet population needs.
- inexperienced mayors are at the mercy of political operatives.
- It brings on someone to review and help standardize operations and bring accountability to all the groups.
- It would allow the mayor to be more of a face forward position, such as the governor is, I believe.
- Less variability in identified city needs, with an administrator a more shared city vision. Less power for the mayor is a positive as that has made a great deal of variability with administrative and budget experience. Many previous mayors have needed too much time to really know the job responsibilities.
- Lots of cities do this. It makes sense...as long as the major is engaged, and focused on what really matters for the city and voter/resident based issues and needs. And as long as the position is well-defined and restrained to be efficient, ethical, and accountable.
- Lower cost of services
- More professional management.
- No need for a Mayor!
- Ongoing position with roles and responsibilities which would not need to be re-trained as often as Mayor (potentially)
- Our mayor is in over his head and taking direction from unknown sources at this time
- Primarily the continuity and consistency across administrations.
- Professional management experience of municipalities. Elected officials win their office when unqualified.
- See my responses in question 3.
- The Council members are answerable to those who elected them. The administrator is answerable to the Council (not the Mayor). This gives the citizens a more direct, non-partisan route and voice (through their council representative).

- things would run better over the long term as someone would have a goal that would not turn every 4 years
- This individual would need to prove they have good experience in these areas. Right now a mayor needs barely any prerequisites to be elected.
- 1 term of an unqualified mayor and uninformed council members costs the city more than adding the salary of a highly qualified financial, planning, and government expert to staff. There are cities 5% as large as La Crosse that have had an administrator for decades. I'm not even sure why this is up for debate and hasn't already happened. They will save the taxpayers money.
- A city administrator brings expertise in public administration, finance, and operations, helping ensure the city is managed efficiently and in compliance with laws and best practices. The administrator connects the goals of the mayor and council with the work of staff—turning policy direction into action and ensuring priorities are carried out effectively. The administrator serves as a central point of contact between elected officials, department heads, employees, and the public, reducing miscommunication and duplication of effort. The administrator can set clear goals, evaluate results, and implement improvements across departments—helping ensure accountability and service quality.
- A city administrator will still have to 'show their work' so, there should not be any lack of accountability to voters or elected officials. Training a new mayor every four years is not cost effective for anyone. Every department has to change something when a new mayor is elected and that costs money and time. If a city administrator is able to be focused on the city and not favorite projects or reelection, that will help keep costs down.
- A city administrator would be allow our city government to run mor efficiently.
- A city administrator would create better accountability across departments. As a former city employee, I firsthand saw how department heads have too much control and in times would work deliberately against other departments best interests. Having a qualified individual in charge would uphold best performances, communication, efficiencies, and in return would save tax payer money.
- A municipality of our size and complexity warrants a professional administrator with experience in project management and budgeting that elected officials will not necessarily have. Too often, city offices are not coordinated or even aware of what others are doing, and it can be difficult to navigate the various functions of the city as a result. An administrator can help ensure consistent priorities, promote efficiency and accountability, and enable to mayor and city council to execute more effective policy.
- a professional person doing the background work
- A qualified City Admin would bring a professional approach to decision making, using professionally accepted analytical frameworks and methodologies.
- accountability the present system has none dept heads council mayor
- Accountability, planning on every level.

- Actually could eliminate the need for a Mayor! Operating much like the county board and county services , where the Administrator works with the board and is accountable to the board. The city administrator would do the same only work with the council and be accountable to the council! Why would you need a Mayor! Less political, more professional, higher level of education and business knowledge!
- Administrator doing the HR like things, the mayor doing the public facing and mayor things. Balance.
- After seeing what a terrible job our current mayor is doing, it's obvious our city is in urgent need of appropriate budgeting, managing and actual knowledge on how to run a city.
- All of the items identified in #3
- Allows Mayor to focus on needs of the city and more time to make sound, educated decisions.
- An administrator will be better able to steward existing city resources.
- As a former three term City Councilmember from another community, I can vouch that elected officials do not have the educational or experiential background that a good City Administrator has. This council in particular lacks the depth of leadership necessary to effectively run a vibrant community. Our infrastructure is in extremely poor condition, there is substantial commercial vacancy, and any semblance of Economic Development is non-existent. Additionally, being a charter city (as opposed to statutory) leads to a lack of forward progress. While it would be a challenge, a great City Administrator could bring focus towards running a better version of the "People's Business" by advising the Council of best practices and helping to steer leadership to better fiscal responsibility with the goal of achieving a higher Bond Rating.
- As a local nonprofit professional and city commissioner who collaborates frequently with city staff and council, I am so eager for a city administrator. In my experience, communication between city departments is disjointed and inefficient. I respect and admire the hardworking (often overworked) staff, but the system in which they operate is outdated. If La Crosse wants to be a city that effectively implements its lofty policy goals, we need a talented and well-compensated individual in this role.
- Better coordination among departments. Better customer service.
- Clear definition of responsibility and coordination. Professional management.
- +Competent Leadership, efficiency, overall cost savings, and revenue growth. Reduction in a toxic workplace. We have some amazing staff at city hall, that can fully employ their talents and grow professionally. Versus training a new elected boss/es in council and mayor every election cycle.
- Consistency
- Continuity of expertise. Trained & experienced management vs elected management. Separation of policy from management functions is successful in other models.
- Continuity of priorities for community and for staff, strategic planning, outside experience.

- Create uniform processes for departments to address needed changes (not them inconsistently deciding to favor going through a specific council member or the mayor). There to synthesize the community response while still keeping the goals and outcomes in check--currently it feels like a stalemate in council and it comes down to legal advising what we'd have the least risk from, which isn't leadership at all. This position will help bring those conversations to life by offering a holistic view of the situation (not just a department/siloed input) and detailing how it will impact multiple areas--thus allowing the council to stay "high level" and make decisions around policies, not a reaction on the "complaint of the day." Better work environment for staff as there will be clearer strategy for their daily operations--the current feel when trying to reach out is that every department is only their department and nothing more, but the city should be a vibrant working environment with everyone aimed on the same goals even if they all play a different part. Will oversee budget from a holistic lens and can then be responsible for a plan to move the budget changes forward with staff.
- Department heads currently go unchecked and operate as they wish with no clear oversight. Due to the mayor changing every 4/8 years and often having no local government background, it is imperative that we have someone with experience holding these people accountable. Not everyone is being shady, but there definitely people that are and are skirting duties.
- Efficiency, attention to detail, and specialized knowledge.
- Elected mayors are not typically experts in public administration, so hiring a dedicated city administrator would ensure someone who is qualified (as determined by the mayor and council) is in place to more effectively oversee city staff operations. Also it would insulate staff members from political pressure and election cycles by receiving directives from the administrator rather than directly from elected officials.
- Elected officials serving in administrative capacities do much of their learning while on the job. Administrators are part of a network of expertise and know where to go to get correct answers. They are committed to municipal administration as a career. Having an administrator provides more direct accountability to the council for the proper operation of municipal services. The Mayor can spend more of their valuable time focusing on policy issues, community goals, and major projects rather than on administrative details. Continuity when new persons are elected. (think of getting a new CEO of a company every 4 years). Creating and enforcing policies is too much for one person in the community because it requires shared responsibility, oversight, and collaboration to ensure fairness, accountability, and effective implementation.
- Experienced, professional, unbiased management at the highest level, given the complex, competition for resources.
- Expert in management of city departments.
- Fiscal sustainability.
- Free up some of the mayors time to enable him to address some of the issues at hand better

- Greater accountability. While the department head answers to the mayor, they have also been around a lot longer and know how to leverage their experience to further their own agenda. Hopefully, an administrator will be able to align the departments towards the same goals and communicate transparently.
- Have a long term educated, experienced, & trained professional in the position, mayors have only have to 1 more vote than anyone else, zero qualifications and typically don't know all the specifics.
- Having a person in control of city functions.
- Having someone in place with public administration experience would be a great benefit for the City. Department heads need someone there on a day to day basis to hold them accountable and to work with.
- Having the continuity of an experienced individual in a lead role with the City from year to year; having continuity of management of the City and oversight of departments; better oversight and management of the budget from year to year
- I answered this in question 3
- I have witnessed lack of coordination between city departments on city projects, which have resulted in wasted resources of personell, money and time. Limited accountability for this poor coordination has also been present. The mayor can't possibly keep up with all city management details and also be receptive to community input, policy and frequent meetings.
- I look at the background of the mayoral candidates for what their experience is in finance. Hopefully, there is a candidate that has a good financial background. If there is not, I choose the person with the best possible chance of being a good mayor.
- I think a professional adminstrator has the skills to execute what is decided, and likely have professional input on the discussion before the decision is made.
- I think our city government could be more efficient when dealing with the public, and I'm hopeful an administrator could accomplish this.
- I think the public campaign should reiterate and educate on the professional research identifying the benefits. According to this article (<https://www.uwosh.edu/whitburn-center/wp-content/uploads/sites/211/2024/05/ProfessionalManagerReportFinal.pdf>) the benefits of having an administrator could mean lower spending, better perceived governing dynamics, and lower employee vacancy rates.
- I would like to think we would have a professional administrator run the city that would in the long run have a more efficient city. Taxes are too high and as I understand it services are being cut starting in 2026. An administrator hopefully would be able to run a better organization. And have better ideas for the future of La Crosse.
- Improved budgeting and less waste of tax payer money. Accountability of City staff - our planning department needs some direction. Better long term planning

- Increased coordination, useful expertise, allowing the city to use resources efficiently and effectively.
- It lets the city hire someone for their skills and education in running a large operation. Someone running for elected office may or may not have these skills and an elected official is subject to campaigning to retain their position every four years. I have observed cities nearby, such as Winona and Eau Claire, which I believe have thrived under the management of a city administrator. Yes, it will cost some money to start but I believe that we will recoup the cost by having a better-run city once we get this started. We need a mayor to focus on bringing industry to the city and let a city administrator manage the daily operations behind the scenes. It seems like a common type of position for a city our size -- even for communities much smaller, like Holmen. The benefits are outlined above. I think this should have been passed under the previous mayor and council.
- La Crosse has had growing pains as its population increases and the many needs along with it. Departments are slow to evolve, mainly due to their siloed nature. I believe a city administrator breaks these silos and allows city council to more effectively write and implement policy.
- La Crosse is facing layered, urgent challenges, park closures that limit safe spaces for youth and families, rising substance abuse, and persistent gaps in mental health support. As someone who cares deeply about education and community resilience, I see a City Administrator as a strategic investment in stability. This isn't about adding bureaucracy, it's about hiring a trained municipal professional who can manage operations, coordinate departments, and ensure that our city's response is not just well-intentioned, but effective. And while La Crosse is making real progress toward reducing homelessness, with a bold goal of reaching functional zero by 2029, we need that same level of coordination and momentum across every issue. Right now, our mayor and council are expected to be visionaries, managers, and frontline responders all at once. That's not sustainable. A City Administrator would take on the day-to-day logistics, budgeting, staffing, interdepartmental coordination, so elected leaders can focus on advocacy, partnerships, and policy. With professional oversight, we'd see tighter follow-through on initiatives that matter: keeping parks open and safe, integrating mental health services into public safety, and building stronger bridges between city government and our schools. And we don't have to look far for proof. Onalaska, our neighboring city, has embraced this model and gained consistency, responsiveness, and a more coordinated approach to community needs. La Crosse deserves the same. We need someone whose full-time job is making sure the city runs smoothly, especially when lives and futures are on the line. A City Administrator isn't a luxury; it's a practical step toward a government that matches the urgency and complexity of the issues we face.
- long term cost saving because you have a professional managing. Someone actually trained .. I want a doctor doing my surgery, I want an expert running our city.
- Making decisions not relying on politics.

- Manager would be college trained, management professional. He/she would not potentially change with elections, thus providing continuity. No multi-million dollar corporation would allow an untrained person elected by popular vote to run it. Many other cities, villages and towns have administrators.
- Managing the City of LaCrosse is a large responsibility and it takes experience and knowledge to accomplish running a large business with a 70 million dollar budget. The benefits would be cost savings, efficiency, and a smooth running city government.
- More continuity between mayors.
- More efficient interdepartmental cooperation, operational structural improvements (organization), better fiscal and developmental planning, employee retention improvement.
- More time to talk to issues of la crosse
- NONE
- Non-partison
- Not having to train in a new Mayor after an election.
- Not sure
- Our community could benefit from a professional with knowledge of budgets, resources, and city planning/management.
- Professional city administration
- Professional management across election cycles. The administrator would be accountable to the elected members of the city council, so also accountable to citizens.
- Professional management of city services
- Professional management of city's business allowing the Mayor and Common Council to spend more time for Governance, strategic planning, and oversight.
- Professional management. Being in charge of a City with a \$60M plus budget requires professional management.
- Provide oversight and cohesive across city departments that does not currently exist. Provide professional organizational and financial management within the City; Accountability of all City Management on cost-effectiveness of operations; Mayor should be a figure head only and not "head" of City as mayors come and go; Dept heads need someone over them to keep them focused on their dept and make sure they are coming to work and doing a good job.
- Qualifications/skill set to manage and streamline City business on day one to the benefit of all. The Mayor as an elected official should still be leading meetings and overseeing the work of the City per their commitment. While public engagement is important for the Mayor's office, their oversight and participation in all processes should remain strong as a City leadership role.
- Seriously the city council seems to only act for their own benefit and ignores any citizen below the age of 50. We desperately need an adult in the room when the city council meets.
- Someone who is non-partisan. Someone that is educated that can be a benefit to our community (instead of an empty title) in getting things done within budget.

- Someone's who can control handle the daily tasks for the city mayor and citizens of lacrosse
- Takes politics out of decision making. Will allow the city to have someone with a background and experience in management, budget management with a multi-million dollar budget, and able to create cost efficiencies, qualities most mayors do not have when elected. Will give some department heads a direct supervisor who can give feedback, which should improve performance and efficiencies. The philosophy of budget management is consistent from one mayor to the next. To compare this with the private sector, I would see the Mayor as the CEO of the city (providing guidance on political issues, city planning, etc.) and the City Administrator would be the COO (with duties mentioned above).
- The biggest benefit I see is long term leadership and guaranteed fitness for the position. Every 4 years a new Mayor is potentially elected with new priorities and ideas. We have historically seen those big ideas go no where, but only after considerable upfront cost to try the implementation. Depending on the electees age, it also would be possible to wind up with an elected Mayor who is wholly unable to run an organization of this size due to professional and personal experience. For example, we could end up with an 18 year old CEO of a company with a multi-million dollar budget. We were close a few years ago.
- The biggest benefit of having a City administrator position would be having the ability to hire someone specifically for their knowledge and expertise to manage the city budget. This would ensure the successful longevity of La Crosse as a municipality, because it would lessen the risk of multiple Mayors being elected for single terms who aren't as competent giving them the ability to postpone big decisions and "kick the can down the road." Therefor, causing harm to the City.
- The business of running a city is complicated. I've seen the position be successful in other cities and townships.
- The City Administrator would guide the financial decisions of the City. The answer choices for the previous question are misleading. There would be no weakened democratic control or lack of accountability to voters or elected officials. The City administrator would be hired by and answer to the City Council. The City of Onalaska and La Crosse County already have administrators.
- The city could be in control of what requirements are needed to carry out the role of administrator. I think this could be exceptionally beneficial as there are currently no qualifications relating to the function of government, large budgets, etc. that are required of the mayor. Guaranteeing there is some expertise in these areas would be extremely beneficial to the function of the city.
- The mayor has zero skills and is a bit of a grand-stander. The Administrator would hopefully be nonpartisan and get things done.
- There is absolutely no benefit having a city administrator. This is a complete waste of tax payer money.
- There's a lack of a cohesive vision, many Mayors come in with priorities for social issues but no actual organizational management or experience managing an entity the size of La Crosse let

alone the financial complexities of municipal government. La Crosse is the only city of its size in WI that doesn't have an Administrator or City Manager.

- To discover and eliminate wasteful spending by departments. To tighten the purse strings and rein in the worst offenders.
- We have grown and need someone consistent who can coordinate who is qualified in city business and finance ,
- Would be best to have someone with the proper education to manage city, increasing efficiency and cost. He or she will be trained to know how to spend money wisely and create/manage budget.
- You may have a person that will keep things in check and divide and conquer all of the current jobs the mayor currently has to do.

Responses from those whom “agree” or “strongly agree” that creating a position of city administrator will improve the management of the City of La Crosse.

- Better Adminiistration
- Continuity between elected officials
- Continuity, experience
- Ending departmental in-fighting, finding efficiencies in operations.
- Gaining control of and eliminating the wasteful unethical and immoral employees. Cut unnecessary spending. No more \$50,000 murals for the fire department.
- I don't see any advantage to the position, as our Department Management should already be qualified , and have degrees to meet their Departments needs. It's a Boondoggle. We actually need better qualified Candidates for Mayor.
- I have many doubts about the benefits of the position. At best I consider the benefit to be a 50/50 proposition at great cost. City Council has proven itself time and again to be poor fiscal stewards of taxpayer money. How will City Council direct the Administrator. If City Administrator is to be effective, it is the City Administrator who will need to direct City Council.
- I see no advantages to a city administrator. I feel those duties should be done by the mayor and not adding additional costs to administrative positions.
- I think this is a duplication of duties. If we need a city administration, why do we need a mayor? For the salary and benefits proposed for this position, no mayor is needed.
- IF the person hired can guide the council to make fiscally responsible decisions, it may be a benefit
- More control of Park & Rec Dept.

- Noone is focused on revitalizing downtown. There are so many empty storefronts. People peeing in doorways of shop owners. Harassing them. Streets shut down with street workers taking all the parking then. Killing small business. Who will ever care about small business and downtown. It is looking bad there
- Part time mayor equals a savings. Opens up the door for a professional administrator. We do not need both in a full time position. We are not a big city with a big city budget.
- Removes responsibilities of the Mayor.
- The position could take some burden off the mayor position; however I feel that it should be an elected position.
- A city manager position is extremely beneficial, but only if the mayor position is completely eliminated.
- Absolutely NONE! Half the cities above 50k population have Mayor-Council Systems. Maybe you should look into how successful those cities are instead of taking LESSONS FROM THE LOSER CITY ADMIN SYSTEMS!
- Decision making
- Do not see any advantage to taxpayers. City council and mayor do not think about the tax payer only their special “good old boys” network.
- Educated choices. Not by party
- Financial experience.
- Hopefully someone will actually hold people accountable for their very poor performance in many departments in the city.
- I agree a city administrator may ease some of the responsibility a mayor currently holds.
- I do not see any benefits. The city has a deficit of over 3 million dollars. It now wants to grow that deficit by adding an over paid position and still allowing the position of mayor with the same salary. This position takes away citizen input into government affairs.
- I don’t see any benefit to adding administrative positions. The mayor wanted the job, let him do it. The council helps him. They get paid. Our taxes are already too high. They keep going up, and the services go down. You took away large item pickup. Now you want to close the north side pool and library. Why would families want to live there?
- I see very few benefits to the city other than if someone is hired that is a Public Administrator with in depth knowledge of city, state, and federal funding. Make the Mayor a very part time job if this is accepted. A City Administrator is not responsible to the voters and this is the largest issue.
- I would support if the mayor position was reduced to a part-time position. More a PR job. The new City Administrator could take on the administrative duties.
- Im not fully educated on the subject however as a resident of the city of La Crosse I try to follow what goes on and all things related to the city of La Crosse and as far as I can tell the major benefit would be relief of day to day operations however I feel like the mayor should have those

responsibilities anyway. Also I think overseeing the heads of departments would make it easier if a city administrator is appointed giving the mayor ability to put his energy and time into other things.

- It will give the mayor a scapegoat.
- It would prove that the elected mayor is incompetent and incapable of performing his duties that he was elected to do. If an elected official is incapable of doing his job he should man up and admit he's a failure and quit and stop wasting taxpayers money.
- It's not necessary because you have enough people in administration who can share some of the responsibilities, if there are any.
- Liabilities through the roof.
- Make department heads accountable for there budgets and make sure they are getting there work completed in a timely fashion. Our neighbors look terrible so much rental property junk everywhere.
- Maybe financially in being more monetarily efficient.
- Maybe more cost effectiveness. But that would come at the cost of the Administrator position which may be more than it is worth.
- no benefit. Cost for another layer of management that is unaccountable to voters. I'd rather the money be spent on taxpayers -- free large item pick up, free yard waste disposal, North side public swimming pool and library.
- No benefit. The Mayor should do the job he was elected to do. If he cannot do the job then vote in someone who can do the job. City Council needs to hold the current Mayor accountable.
- NONE!! the mayor should do his job or step down
- None, if the mayor cannot do they job, he or she should resign if unable to forefill the job. None, Just more expense on the tax payers backs
- None, unless we eliminate the mayor's position and have only an administrator None, we have an Elected Mayor to do the job. We have never needed one before. Maybe Mayor Shaudel Washington Spivey should have looked at the job description of the Mayor Job before he filled out the Job application. If he can't handle the Job and responsibility's, he should step down. We have never needed a City Administrator before in the entire History of La Crosse. It's a 100% commitment. Mayor Spivey should have realize that!
- None. It seems like an additional unnecessary cost to the city of one size.
- None. Shows mayors lazy don't want to work his job
- None...just another layer of expense for 50k people. Non sense
- Nothing at this point. Times are tough financially and now is not the time. Taxes are already high.
- Nothing but added cost
- Professional city administration.
- Professional that just gets the job done without all the ribbon cutting events. I like the idea of a faceless employee taking care of just citizen concerns with no political bias or favors.

- Really none. We've gone through many mayors, mostly talented. Why, all of a sudden does the mayor need another assistant?
- See no positives! High salary position that does not bring any positives to taxpayers. City council and mayor need to start focusing on making the city a place people want to move to not a city they want to escape!!!!
- Shield the mayor from responsibility.
- Then !we would not need a Mayor! The City council does a good job with communicating with the residents!
- There are no benefota. The mayor knew of his committments when he ran fir mayor.
- There is no benefit to this. The City does NOT need a City Administrator. I think this was tried once before and it failed then. There is no need to waste tax payer dollars on something like this. A huge complete waste of time and money has already been put into this and it needs to stop.
- this entire concept is misguided
- Too much government. It's NOT needed
- Watch your population of your city drop!

6.What concerns do you have regarding the creation of a city administrator position?

- Cost of the position
- Will it really save money?
- We will be paying a mayor a large salary for decreased work. Should his/her salary be less under the new system?
- Finding a person with the best qualifications.
- I am very concerned about the budget. I'm not sure we should stretch the budget for this position if it will put other services or departments in peril.
- It is important to maintain open, easy communication with council members, the mayor, and the city administrator. The city administrator needs to be a part of the La Crosse community not, above it, i.e., aloof.
- Mayors role and pay should be reduced to offset cost and duties.
- Need a healthy and positive interface with the Mayor.
- Cost. If our Mayor is handing duties over to an administrator, operations manager, or whatever the position will be is called, the Mayor's pay should decrease. As a city employee, it is frustrating to see higher positions being added when department heads and their staff can barely keep up with work. I don't believe department staff are paid enough for the work they do.
- How will the job description of mayor change?

- I would hope that city services would improve and in a way that benefits citizens rather than just employees/agencies. I would hope that respectful discussion and dialogue would happen between citizens and employees. Citizens need more input as how things are operated. Citizens also need education on issues, agency work, and be respected for what they do know. 911 is hard for many folks because they do not know 911 restraints as they are not advertised or explained. Folks are told call 911 if you have an emergency but not all emergencies are considered 911. I would like to see 1011 developed. Emergencies at night when less resources are available needs to be studied as older folks cannot always accomodate night time emergency demands even if they are not 911. Older adults and disabled adults need consideration in planning for their concerns.
- My main concern is the cost.
- Do we need a full time mayor? What would the mayor do?
- That the mayoral position will remain a full time paid position.
- Adding a position without realignment and reduction in others
- increased costs.
- I do think it would be better if the person hired came from outside this area. That way they come into the job open to what is happening.
- The mayor should no longer be full-time if we go this route. We cannot afford both.
- Would want someone with 10+ years of experience in a similar size city.
- Costs.Create something that will work, prioritize city needs.
- My concern is really about squeezing that in the budget. If I know anything about a large organization, it can always be fit in. Maybe with some rearranging of positions. I do not think the perception of disconnection from the democratic process is a reasonable argument against this. They would report to the council/mayor, they are operating the city based on the direction of the political leaders.
- Cost but hopefully we will see city movements at a speedy pace will be worth the cost.
- Just another position with no progress in improving the city by increasing efficiency and holding department heads accountable for budget and staff. The city is behind in providing services and maintenance to take care of the city. Street repairs and maintenance need coordination with utilities departments when repairs are done. Garbage and waste management inefficient. Constantly giving freebies to developers. Assess all property to determine services needed. A single home that has been converted should have more than one service charge. Establish safety inspections on rental properties. Traffic and public safety. The list goes on but I hope you get my point. There are plenty of things to work on if you got the right person.
- Cost. I heard the proposed cost was \$240,000!!!! I hope that was simply from a game of telephone.
- The expense of the position. So much is already being cut.
- Cost.

- Resident concerns not being addressed if it is not part of the administrative plan. Adding several Positions will increase property taxes and be a deterrent for people moving into the city, especially in the short term. Would be concerned about losing the strong city council government. Would this mean that council members needed would potentially decline?
- I'm concerned that there won't be a structured plan for what makes the most sense with the most benefit and good done for the city and all residents, not just residents who are outspoken, business owners, or privileged in various ways.
- How long will they stay
- The cost and will they understand La Crosse dynamics. We might end up with some big city yahoo.
- They will want several support staff members
- Increased costs
- We don't have the money and services will be reduced such as important cultural and educational opportunities like library closings
- It reduces voter input and requires increased oversight by the elected officials to ensure voters are informed and that the administrator is held accountable.
- Ability to be unbiased in management is doubtful.
- The cost of an additional staff might increase the tax burden of the people living in the city.
- Cost, and cost-creep of the growth of a new "sub-department" within City Hall (salary, administrative staff, floorspace, etc)
- We 100% don't need to pay a Mayor and an Admin. Maybe the Council President could act as Mayor when needed?
- Concern of still having a mayor at full time. What is the plan 3 1/2 years from now when elections are back for mayor?
- Should be independent from mayor's office
- How long the term is. Should be mandatory new appointment every 5 years
- Concern of partisan decisions
- We have a 3 million dollar budget shortfall departments are being asked to cut spending why would we spend 180 thousand and we can't hire for positions we need is the mayor taking a salary cut if we get an administrator
- As mentioned before, the current proposal places too much authority in the hands of the administrator.
- Cost and then why would we need a Mayor, also.
- Reduced responsibility of elected mayor, but same salary. Adding headcount (salary & benefits)
- Increased bureaucracy, increased separation between the will of residents and the government of the city

- Cost. Unless the mayor's salary is significantly reduced, adding an administrator, plus the cost of support staff, is an additional burden on taxpayers already overburdened by taxes.
- Higher taxes to pay more unnecessary wages. We already pay for inflated salaries so cut the waste and I would support this. The Assessors office should all be fired and outsourced, Shannon Neumann is incompetent, that budget would pay for an Administrator. Or The unnecessary positions that were created in the water department could be cut. Or the Planning department which has Andrea Trane and Tim Acklin doing nothing, Julie Emslie and Mara Keys, also over inflated salaries that work 1 day a month. Or finance and HR. Wow Chad Hawkins has no idea what he is doing. The LaCrosse Center lost \$420,000? How? Again, you have positions that are unnecessary and wasteful spending.
- I'm concerned about where the financing of adding another administrative position will come from. Is the funding coming from reducing the Public Library budget and/or closing the north side pool? Why are administrative positions put ahead of other local services, again such as the north-side library and north-side pool?
- The working group said "we need to choose the right administrator for the job; yet you have NO established criteria to identify the best fit and you have NO criteria to measure the administrator's performance, effectiveness, or goals. How will you and the public determine if the position is effective when you have not defined what is effective?
- In order to fund another administrative position, other organizations are then facing budget cuts that may mean reducing or eliminating their services. For example the possible closing of another library branch.
- Escalation of property taxes!!!! The city cannot keep increasing taxes on homeowners to fulfill public duties!! Lacrosse has a decreasing population, so salary for city administration plus mayor is way out of line! The head of public works, police, fire, sewer, water, emergency services should be reporting to mayor in at least monthly basis, if not weekly basis to update issues, so keep politics out of it! It's not political, it's a humanitarian issue so act accordingly!!!!
- Increased staff - how many more FTEs will be necessary to "assist" the city administrator? Will the compensation of the mayor be reduced? If so, by how much? (See Beaver Dam example). I have resided in cities where the city administrator became the de-facto mayor and was able to bend and twist the city council to their desired goals irrespective of the financial ramifications. Additionally, many city administrators see the only way to advance to the next position, which is a larger city that pays more, is by increasing the size of the city's budget and the number of FTEs under their management. This runs counter to the alleged fiscal savings outlined in the report.
- Just the proposed starting salary knowing it will go up every year.
- More money wasted on another unneeded position
- Mayor and administrator shouldn't be with, one or the other, keep libraries and pools.
- A city of 55,000 does not need a mayor and an administrator. Too costly. If decided then the mayor should not get paid as much or half as much as he makes.

- That salary will take away from the northside pool renovations and keeping the north branch library open -both very necessary resources for our northside children and families.
- Cost and decision making
- Top much power to an unelected individual
- Unable to get the person out of the office.
- Would the job of mayor just be in name only?
- Having a lax mayor.
- Changes in the roles of city government and the trickle down effect.
- Where are the funds going to come from to pay for the city administrator position? The salary seems excessive for a city the size of La Crosse.
- That it would answer to and be accountable to only the city council. The mayor should be included in this.
- The cost, when there are departments that need to decrease their budget which will drastically affect the Northside having safe places for their children to socialize and get exercise.
- I would like to see the city rein in spending to the point they could afford a City Administrator before bringing forward this proposal.
- I also have concerns about the City Administrator reporting to the mayor. Their goal should be to answer to/meet the needs of the city's residents, not the desires of the mayor.
- Money.
- My concern is that a mayor will be more removed from the actual business of running the city and would be more of a "soft" position. Again, I believe communication with the city council, city staff, and city residents is critical which is a major concern and would need to be coordinated if there is a city administrator and a mayor.
- I just don't want that position reporting to the Mayor, and it should be part of the the government charter.
- Lack of accountability, extra expense, hopefully the mayors cut in pay will help pay for it. Another step in the bureaucracy
- Another layer of gov. to to push mistakes under . Accountability to the citizens of la crosse
- I really don't see the need to have both positions. I worked at the city for a very long time, and it was always a top heavy organization in many areas. Im also concerned that we are already losing resources (library, pool, accessible city hall departments) with increased taxes... And now we'll have one more salary. Try creating efficiency elsewhere by getting rid of a couple of other high paid positions (like in the police dept that is really top heavy) or the unnecessary remodeling/spending, then maybe we could afford a professional city manager.
- What if an elected mayor and city administrator clash and can't work together. If things don't work out, it'll be years of wasted time and pointing fingers.
- These surveys are just checking a box to say community input was received but nothing we say actually matters.

- The cost of a city administrator is very high according to the information given to us at the in person meeting.
- None. Perhaps that politicians/council who were opposed to the hiring of a City Manager/Administrator will not support them once they are hired.
- If an administrator is hired, how the council and Mayor understand their scope of authority and to perform within it. Their focus is not on policy and vision vs. day-to-day operations. Sometimes this can be a bit more abstract and difficult to understand, so elected officials go back to what is easy and tangible, such as directing operations.
- The mayor and their staff would not need be paid as they currently are. The communications staff could be combined with the admin personnel in the mayor's office to lower the salary / benefit costs.
- Department Heads and managers should be reviewed yearly by a combination of the administrator, staff, and council.
- None, its a very standard position
- I do not have concerns. A qualified individual would easily be able to improve the city's management and function. Which in the long run will save tax payer money.
- Certainly we should be mindful of additional costs, but the creation of a single position whose function is to improve services and efficiency will more than pay for itself in due time.
- none
- There needs to be a clear chain of command - Who is the City Admin responsible to, who has the authority to direct, hire and fire him/her? He/she will probably need an assistant and clerical staff. Is there a budget for these positions?
- do not hire one of the good boys hire a professional with a financial background
- Approachability
- No need for a Mayor as the Administrator would be doing what the Mayor should be doing and isn't doing now! You'd have a waste of taxpayer dollars by having a Mayor that does what?
- No. Be a normal city for once. I come from a town of 3000. Even we have a city administrator.
- I'm concerned with the cost of hiring a city administrator but also the cost of not hiring a city administrator because of how the current and last mayor have run the city, they are destroying it and we need someone with actual knowledge on how to run a city so the people that live here want to be here and raise their children here.
- not hiring the right candidate
- None.
- The City Council is too reluctant to change existing infrastructure, even in light of the many positive aspects of the Administrator position.
- My main concern involves hiring the right person for the job. I wish I could contribute towards that.
- I don't have concerns. The salary cost, which seems to be most residents' top concern, isn't nearly as costly as the time and effort wasted under the current system.

- City council acceptance of change.
- The city council doesn't want to give up any potential power. Excuses will include the cost of professional management when the actual cost is lost business, floundering staff and perception of La Crosse as a place where business cannot get done.
- Cost in difficult budget times
- Not super familiar with city budget so cost may be challenging.
- Change in priorities for some City staff of both day-to-day responsibilities and projects.
- Unclear direction from Council around priorities and potentially some council members still trying to work directly with department heads thus diminishing the authority of the position. Change is hard and I don't think we should assume it will all go perfectly immediately--we'll need some check in points to evaluate.
- the only concern that I have is that this won't be passed.
- Hiring the right person.
- I really don't have many concerns. I think a city administrator is a good fit for La Crosse and that the local government will be more effective for it.
- Acceptance of non-elected decision making will take time
- Cost!
- Extra cost
- None--I think it's about time.
- It will be the highest paid position and I don't want taxes to go up.
- None
- None.
- Other than cost (which I suspect could be partially absorbed in a reduction in the Mayor salary (since not leading the City with an Administrator), I believe that there are primarily only positive reasons to create an administrator position
- None
- Primarily, the city administrator can and should become the most acquainted with the details and problems of day-to-day running of the city. This creates a power easily granted but less easily overseen and questioned by council members and the mayor, unless procedures or times for questions and answers are expected and built into the administrator's position. Accountability can be difficult with understanding complex organizational issues.
- The position of mayor should be eliminated. If not eliminated, the salary should be greatly reduced since the person turns into an ambassador for the city. The city administrator, if there is a mayor should report to the council and not the mayor. That the administrator becomes the real power in the office.
- I think it only works if all department heads report to the administrator.

- Conversation should be about what public wants out of the city administrator. These positions can be extremely helpful if you hire the right person. What qualities should this person have?
- That we get the wrong person for the job. I think our council is too apolitical locally and will hire someone based on their political beliefs.
- Cost of the position. If hired, there should be some positions eliminated and salary structures modified. Ie - less pay for the mayor, eliminate mayor's communication coordinator.
- A city administrator needs sufficient freedom and authority to act. I don't know if the position should report to the mayor or the city council. I suggest we use experience from other cities to determine the best reporting relationship.
- I have some concern that the length of time and stubbornness of some council members about the creation of this position will give the impression that this position isn't needed or isn't welcome. It's rare for a city our size not to employ someone in a position like this. I don't understand the reluctance to move forward.
- I am concerned at the salary cost, but do believe the efficiency gains will more than offset their salary.
- For me, just the financial costs on the city. Although with the right person, quality of service will offset cost.
- folks not understanding what a city administrator does.. the idea that there is not accountability is like saying anyone who is not elected to a position anywhere is not accountable. That is bogus.
- If we have an Administrator, we no longer need a mayor. This will free up money for this position and get politics out of government.
- None.
- No concerns, other than making sure the correct person is hired.
- If you get a bad person we're in trouble!
- Responsible Council oversight. Do we retain a mayor? Part time? Mayors pay rate. If we retain a mayor will the mayor retain veto power and continue to make committee appointments? In doing research for a project of mine I found a city with an administrator (not in our state) who appoints a part time mayor for one year for public engagement that has no direct role in governance.
- None I think it is a good thing. We may save money in the long run
- The financial cost of this position does not justify the benefit. The City already has issues meeting it's budget and now another HUGE expense is going to be added?? This is NOT spending citizen's tax dollars responsibly!!! All of these responsibilities CAN be handled by the Mayor and CURRENT staff!
- Non-partisan and consistent administrative management of the city. This position would require skills that not all mayors may have.
- None.
- Clarification regarding roles of mayor vs administrator. If implemented, will the salary of the current or future mayor change?

- Will they follow voters wishes
- I'm thrilled.
- No concerns regarding creation, but concern that existing managers will support and work in harmony with Manager
- need a clear job description,selection process and appropriate oversight
- I would not want it to lessen the Mayors public facing activities
- Only concern is the position should not report to Mayor. Position should report to council since they make the actual decisions. Position should keep Mayor updated as to what is happening.
- Hiring process. I feel it is imperative to have a solid team interviewing, checking qualifications and assuring we have the right fit for the City. It would also be beneficial to discuss what other cities have done to fill this position and how it is working for them. There's always something to learn from those who are actively working with this, to help us have a strong/successful start.
- Cost and corruption, what would removing one look like if we find they are corrupt and not acting in good faith. I know what that process looks like with elected officials.
- There is no need to have both an administrator AND a mayor, do your research. Having both is a huge waste of citizen taxes paid to the city for betterment of the city. First thing in office, this mayor said "tell me what I need to do" instead of having enough sense to know the problems. Closing the parks is a prime example of someone who is in over their head.
- I don't have any concern
- Having the Mayor and certain Council members trying to control what this person does. Let the person do their job.
- None. As long as the candidates are vetted properly and the hiring manager doesn't take the "least worst" candidate.
- My concerns are that this role would be seen as an additional political role and that the wrong person would be hired for the wrong reasons.
- None
- My only concern is that people will not understand how much an administrator is needed for the City of La crosse.
- I am highly concerned about keeping the full mayor position at full pay and having a matching administrator position at full pay. I believe that a part-time mayor may be sufficient.
- That the Administrator will just be another political hack spending more time worrying about liberal social issues that city management issues.
- Wasting tax payer dollars on something that is not needed. The mayor pushing his duties that he was ELECTED to do on to the administrator. The City, the Mayor, and the City Council need to STOP WASTING OUR TAX DOLLARS.
- I think it will be difficult for the first person in this position both from a staff level and also a Council level.

- That we would only have a person hired who wants to spend enough time here to be vested in the WI retirement system and leave their position when they have qualified for a state pension.
- How the administrator would be overseen and to whom they are held responsible. Also what happens to mayor's responsibilities? Is that position cut to half time? Does mayor have input to administrator? Does anyone have veto power?
- Is this just passing the job responsibility to someone else or is this a true current need in order to have our city government run better.
- There is already a lack of funding that is disproportional impacting city ementities (Library, Parks, and Pools) and there is need to want to have MORE money go to new position without preserving what services that residents of the city love.
- None. A professional in charge of carrying out common council objectives is the right call.
- In a Mayor/City Manager City, all they do is fleece residents or blame each and take no accountability for negative consequences of their actions. I have seen it first hand multiple times in a City I lived in previously
- Mayors become detached from the process. The City Administrator becomes an unelected official who becomes unaccountable. There's an NGO that promotes Mayor-City Admin-Council systems. There's NO NGO promoting Mayor-Council systems! WHY!????
- Additional cost of not only their salary but specifically the cost of pension contributions and other benefits.
- Financial cost
- How do you remove a admn hired because they interview well and look good on paper but the reality is the city continues on its downward trend with residents selling their property and leaving...another rental for the neighborhood.
- The cost is way too expensive
- The cost
- A mayor is voted in by the citizens & is voted to represent our wants & needs. Administrator has no skin in the game & can be selected by HR not the people.
- This money could be better spent in other areas.
- It will be just another body that will go along with the council and not stand up for what is right for the residents
- I dont think this is a good idea overall. A mayor is elected by the citizens to run the city. If you create a role that takes this responsibility away, you are taking away the voice of the people. It creates another expensive position that we are not asking for. If citizens don't like how the city administrator runs the city, we don't have any power to change it. Stop trying to silence people's voice.
- Cost, the city administrator who leans left or right, ability to terminate once that individual is in the position.

- I do not see any benefits. The city has a deficit of over 3 million dollars. It now wants to grow that deficit by adding an over paid position and still allowing the position of mayor with the same salary. This position takes away citizen input into government affairs.
- Additional salary and benefits. While cutting services like the north side library and pool. You already cut large items pickup and our taxes keep going up.
- An inept and ineffectual council and mayor appointing an inept and ineffectual city administrator that we can't remove through election or recall.
- Not needed. People double taxed.
- The cost of the Administrator and support team. Our taxes are out of control now and people are struggling to stay in their homes or make improvements! The elderly are definitely at risk of losing their homes and nobody seems to care! You people pushing for this just want to keep spending more and keep raising property taxes! SHAM ON YOU And now the mayor has proposed to create a Director of Operations with a salary in the neighborhood of \$189,000 per year too!! And that's compared to the communications coordinator now with yearly income of \$79,000. What the hell will the mayor be doing and why do we need him then? Both of these positions are totally ridiculous and will just raise property taxes on people who are already hurting now. STOP THE INSANITY! Thank you
- Waste of money
- Affordability. Since the city has a 3 million dollar shortfall in the budget. We can hardly afford a city administrator now...can we???
- It is an additional and unneeded expense. Just because it's the "fashionable" thing to do, doesn't justify the cost! LaCrosse is not that large of a city, will not have a surge in population growth. (Look at census information) The City of LaCrosse does have Department heads, they are more than capable of leading their respective departments. If not, find staff that are capable of doing exactly that.
- Back and forth blaming between mayor and admin as to who is at fault. Cost in addition to mayor. Imo if we hire a city admin, we should dissolve the mayor position.
- Too costly and not necessary for a city this size. Not responsible to the Voters. Many other similar size cities do not carry both positions.
- Higher city budget. Property taxes are crazy in this town. We need to be more fiscally responsible for the taxpayers.
- Where does the administrators income come from? Do we as tax payers have to pay more taxes for this persons income to come about? I feel like the money that would go into creating this position could be utilized to benefit the city in other ways like mental health, substance abuse treatments.
- Extra cost and lack of accountability to the voters.
- I can foresee a fight of power between two governing people. Lacrosse should have either a mayor or an administrator but not both and if there is both there should be no additional money

advocated to the position and it should come out of the mayor's budget with no additional increases of tax dollars!

- Cost and an unnecessary position for the running the city of La Crosse.
- Corruption, ballooning bureaucracy, zero accountability.
- Taxes are already extremely high in La Crosse which reduces the likelihood of economic expansion thereby reducing future revenue available to the City again increasing an already high tax burden.
- Cost. Needs to save the taxpayers the cost of his/her salary or more to be financially worth it. We don't need a Mayor and administrator both plus finance director etc.
- Who would they answer to and how easily can they be removed from their position if they are not doing their job well?
- The fact that the position is not an elected position.
- Another paid position and financial cost to tax payers
- Current mayor wants to take no responsibility for his office to put it as nice as I can.
- it is the Mayor's job and should stay that way
- See above. We don't need one. That's why we elected a mayor. If the mayor can't manage the city, we need to elect a new mayor that can. La Crosse is not that big of a city...
- Home owner increase in taxes.
- Cost of another layer of management that is unaccountable to voters. Use the money to benefit taxpayers -- free large item pick up, free yard waste disposal, North side swimming pool, North side library.
- There is no benefit to creating a city administrator position. We already have a mayor and city council who were elected to do their job. If the mayor cannot handle the job then resign and voters can elect someone who can do the job. This city does not need another layer of management. Spend the money on services for taxpayers -- free large item pick up should be reinstated, North side swimming pool, North side library, free yard waste disposal just like we had prior to 2014.
- Cost, accountability, lack of control
- There is no reason for this. The mayor can do his own work, if he can't do the job, he should resign.
- City of Administrator position is not needed, is too expensive-already have a mayor and Dept Heads. Also, City Administrator will be difficult to remove from their position if we do not like their decisions. The current La Crosse School District Superintendent is an example of that. Many people are unhappy with his decisions, but he can't be voted out. Accountability to City of La Crosse taxpayers is vital.
- A Mayor and City Administrator is redundant. The size of La Crosse does NOT warrant two positions that can easily done by one. The cost of this duplication is a burden on tax payers. The duplication would require salaries for the Administrator and support staff, office supplies and office space which increases the yearly budget significantly. This in addition to other wasteful

spending (unsanitary bubblers, excessive building of traffic circles in residential neighborhoods, significant increase of storm water updates occurring all at once rather than gradually) that is occurring by the City Council that has too many members in comparison to like size communities.

- creation of administrator should do away with Mayor, no need for both some city's with administrator don't have a mayor
- Waste of money
- I cannot understand why this position is necessary.
- This position would be responsible for running the city affairs but not be accountable to the voters
- one person rule, unaccountable to the general public, UNELECTED.
- Home owners tax increase!
- Cost. Two things not included in the estimate; will it be necessary to engage and pay a recruiting firm? The probability of paying moving expenses.
- What role would the mayor have?
- why do we even need a Mayor if you hire this position?
- Our city is in no position to raise our property taxes again. Things were going along smoothly until we got our new Mayor. Please refrain from hiring a city administrator!!!
- we should have staff on hand already to do any of these so called other duties. we are over-taxed as it is, regardless of where this "new" money would come from.
- Ram road stuff through the city just like you're trying to do with this position.
- The mayor and council members need to work together
- Cost the already strained tax payers even more along with adding another level of bureaucracy to an already bloated system
- Not needed
- Cost to the taxpayers, The mayor should do his job and spend less time socializing and playing the big wheel! Less accountability to taxpayers! La Crosse government is already top heavy with employees about half of the City Hall staff should be fired or put out on the street to actually work instead of sit behind a desk trying to justify their job!
- The taxpayers in La Crosse are already paying way too high in property taxes already compared to most cities in the US. It's another tax burden to the tax payers.
- Sheern waste of money when city departments are being asked to cut. Wages of an administrator, office staff, benefits. No win for the tax payer, just higher taxes. No one on the common council, city hall management seems to care about the city property owners anymore
- The city of La Crosse focuses too much on social demographic pleasing. Be frugal with tax payer dollars by cutting programs and costs that do not serve the many. If analysis is performed on money spent on services per citizen, grouped by programs, you will likely find many discrepancies where by minority groups are much higher cost per person served (and pay less in taxes) than the flip. We know many people who choose NOT to live in La Crosse because they have the means to do so - e.g., these are higher tax bracket individuals that would rather live in Shelby, French Island,

or Onalaska than pay high La Crosse taxes. It should be the objective of the Mayor's office to try to attract and keep ALL socioeconomic individuals as well as businesses. Unfortunately, perception is reality to most now days - work on a more positive perception that La Crosse is run well.

- The cost to the taxpayers and property owners of La Crosse loss of accountability to the taxpayers
- The Cost to the City. Our taxes going up. The taxes in La crosse are High the way it is. If you have another position, more money for taxpayers. More office space needed. Other staff needed. We don't get our streets plowed now in the winter as it is. No money.
- Too much cost. The mayor is trying to delegate his own duties. What would he do then? Why are we even talking about increasing costs in a major way? Why not put that money into the roads? La Crosse roads are in horrible condition.
- See my answers to questions 3 and 4.
- Too many to list.
- We need less government, not more.
- To costly Lacrosse needs to work on getting the homeless problem resolved and get all our streets fixed they are awful.
- The cost! Also, the mayor needs to do the required work of the mayors office. The hand-shaking and public appearances are never as important as the required work. If the city needs someone to do the public appearances, hire a low cost (potentially part/time) or volunteer to do this "Ambassador" type of work.
- City is spending money in areas there is no need, City has lost common sense.
- It seems as though this person will be taking over a large chunk of the duties that our mayor should be able to take over in his position. Our city is not large enough to warrant someone else "assisting "in his tasks. This seems as though a way for him to get out of doing anything that he was put in office for.
- Last three mayors where not qualified for this position maybe get ride of mayor position all together by
- Another bureaucrat. More expense. Waste of tax dollars. The Council was designed to run the small City.
- The cost
- Nothing at this point. Times are tough financially and now is not the time. Taxes are already high.
- A city should use one or the other. Both would be like the king of England and an Administrator. Nothing more than a figurehead. Huge waste of money
- There would be zero need for a mayor, and as other cities have done, to save money, they have one or the other mayor or administrator, not both. Seems our mayor doesn't know what is expected of him and was placed in an uncomfortable position, whereas the administrator knows not only what to expect, but is educated to that position. The administrator is only judged on his performance, whereas the mayor comes with baggage of bias and uncertainty. Had this mayor hit the ground running taking care of concerns of the residents, I'd have faith in him, but he is

floundering. Our roads are horrid, and he sits in his office asking people what needs to be done as he goes on a bike ride, catering to a minority.

- It's adding expenses we don't need
- Read above response!
- Taxpayer has no way to remove a admn who is not performing in the interest of the home owner.
- Extra costs
- Cost, Have not seen any researched cities on why they went with an Administrator and if it has a cost savings to those cities. How many have only an Administrator? How many both positions? Has the present city administrator staff been inefficient, ineffective and over worked?
- Why does the mayor need a flunky, a stooge, a useful idiot? Can't he do the job himself?
- We have no money. Put the money into parks or saving the library for crying out loud. No other mayoral candidates would have asked for a personal assistant.
- La crosse is broke and not a big enough town to need another especially high paying position the burdens the already strapped tax payers
- The cost of the salary/salaries that would be involved. City Administrator will probably want an assistant which would cost even more money. The Mayor was hired to do a job, if he can't do the job he was hired for, then he should resign. He needs to handle his workload just like every day workers have to. This is completely unacceptable to even consider doing something like this. Is this a position the mayor wants to create to fulfill a promise to a friend or relative?
- The costs involved in the salary, the additional staff that would be needed. The City nor the Mayor needs an administrator. For decades, the Mayor of La Crosse has been able to handle the responsibilities that come with that title. If this Mayor can not do his job, then he needs to resign and then get someone in that office that can perform the duties of the Mayor.
- An administrator strips the public of the opportunity to control city government through the voting process. When the people see a mayor heading in the wrong firection they change the mayor. With an administrator past WRONG practices pass to the next voting cycle (and further).
- Cost. Too much government. A responsible team already exists.
- taxes!!!!this position is completely ridiculous. Closing all of our libraries is also stupid!!?
- Unnecessary cost. Mayor job becomes part time ceremonial role. Should be Why structured like county board chair.
- The additional cost of paying another salary. We never needed an administrator before, so why now when our taxes are already outrageously expensive. Does no one do the job they were elected to do? If it is too much, the resign and give someone else a chance
- Why can't the Mayor assume responsibilities of city administrator? His current duties are mostly ceremonial.
- Why do the citizens have no final say in this decision?
- If we have a city administrator, why do we need a mayor?
- Excessive management costs. Need to eliminate the Mayor position if an admin is hired.

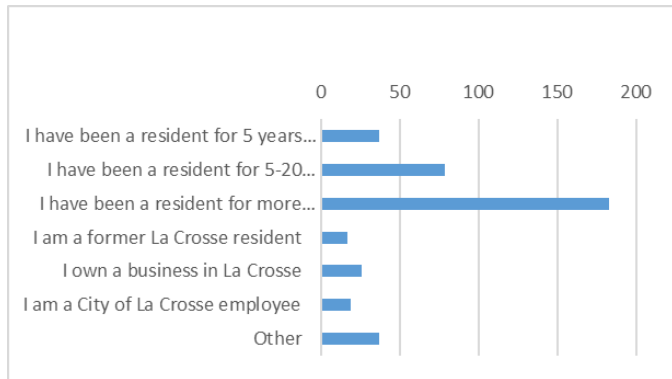
- Waste of tax money that could be directed to areas of need
- Cost, lack of accountability
- I believe that this is going to be relieving the mayor of many of the day-to-day duties his constituents voted for him to handle.
- I voted for a mayor to the job as it currently stands. I believe there are more cost effective ways of delegating some of the day to day work without bringing in an administrator.
- It adds \$300,000 to the budget with salary, benefits, staff support etc is added. It does not guarantee the political agenda has continuity through election cycles. As for adding financial expertise--if it does we have the wrong staff at present. They are also experts and should guide the city. It is unlikely that the Council will actually let the administrator run the show. If we go this way, Let's go all the way and have a City Manager. I have not heard this discussed. The Council does not want to get out of the way and let a professional run the City....we are just adding a layer of Government. The County did it---lets have he City do it, too. Again this survey is a sales effort. We can be assured that any concerns will be addressed as sales responses. The deed is done. Just say so.

7.What questions do you have regarding a potential city administrator? *Summarized**

- Selection Process/Qualifications/Experience/Timeline? (24)
- Cost of Hiring Process? (3)
- Budget/Where will salary dollars come from? (20)
- Accountability/reporting lines for city administrator? (13)
- Division of Responsibilities/Duties? (8)
- Altering Mayoral Role/Responsibilities/Pay? (28)
- Difference between City Admin and Director of Operations?
- Length of term for City Admin?
- Can efficiencies be found without a City Admin? (2)
- Will a city admin hold current employees accountable?
- Does it remove/change responsibilities for current Department Heads? (3)
- Have major community stakeholders (Mayo, Gunderson, Trane, Kwik Trip) been consulted bout their concerns?
- Is there a larger economic strategy that this decision is part of?
- Public access to the city administrator?
- What has changed that the city needs a city admin now when it hasn't before? (4)

8. What is your relationship with the City of La Crosse? (Select all that apply)

Relationship with City	
I have been a resident for 5 years or less	37
I have been a resident for 5-20 years	79
I have been a resident for more than 20 years	183
I am a former La Crosse resident	17
I own a business in La Crosse	26
I am a City of La Crosse employee	19
Other	37

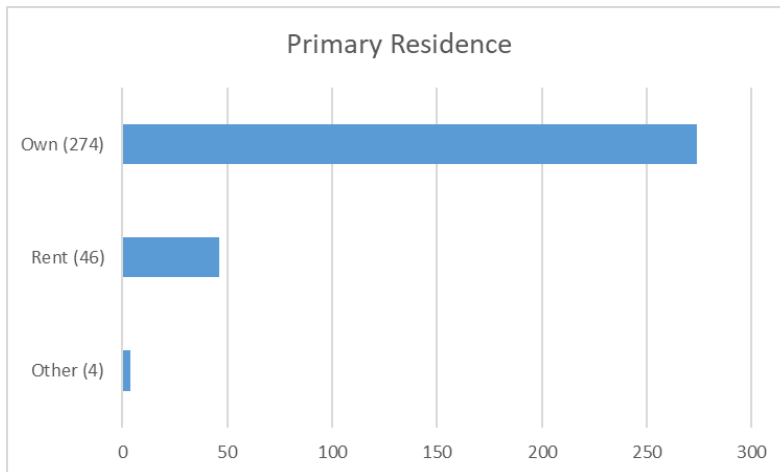


“Other” includes (Most also indicated one of the provided options along with “other”:

- 3rd generation LaCrosse resident and a person who contributed many man hours in the past via: several neighborhood groups, LaX skate park, planning committee. Southside neighborhood center. MANY PROJECTS
- And Worked here all my life!
- Born and raised in La Crosse. Have lived here for 70 years.
- Born, raised, worked here 42 yrs and currently retired here.
- Concerned taxpayer
- Election worker
- Former city council member
- Former city employee and have also worked with administrators for 25+ years.
- Grew up here, gone for 50 years and back now for 3.
- Have had many interactions with city staff and elected officials over time in various roles
- Have lived in Lacrosse since I was born Homeowner
- I am a former La Crosse School District employee.
- I am a Holmen resident, but as La Crosse goes, so goes the surrounding communities.
- I am the former Director of Human Resources with the City. It was my recommendation to former Mayor Kabat to add a City Administrator position for the reasons mentioned above.
- I go to college and work in lacrosse
- I owned a business in Downtown LaCrosse for 42 years, retired in 2005.
- I use the city a lot as a resident of La Crosse County. We've owned a home here for 10 year, though live overseas most of the time. Our parents have lived in the area for 40-ish years.
- I work and shop in La Crosse
- I am also a retired employee of lacrosse
- Landlord
- Life long resident
- Manage a business is La crosse
- Not sure tenure should matter. To me, the longest tenured residents seem the most resistant to change, even when it's benefits most residents.
- Resident for 50 years
- Resident of town of Campbell for 30 years , with parents living in LACrosse so knowledgeable of city interests
- Resident of La Crosse County, and since graduating college in City of LaCrosse in 2005...know I won't live within the City of LaCrosse Crosse, too expensive, too stupid.
- retired city employee 30 years

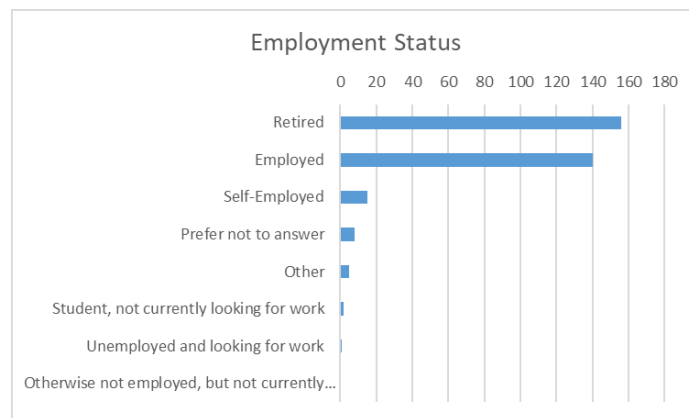
- I have been a resident for more than 20 years.
- Retired city employee; Retired tax payer.
- Where do you get the money, when no one can afford to live here? wants to live in la crosse!!?
- Why is heritage a factor being considered at all?
- Work in the city of La Crosse

9. Do you own or rent your primary residence?



10. What is your employment status?

Retired	156
Employed	140
Self-Employed	15
Prefer not to answer	8
Other	5
Student, not currently looking for work	2
Unemployed and looking for work	1
Otherwise not employed, but not currently looking for work	0

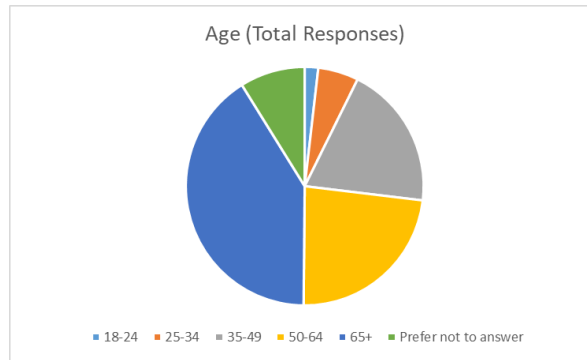


“Other” includes:

- Business owner and part time employment
- Disabled
- Retired but volunteer my time to help my church and families in need of clothing for their children and needed for since the income level for Wafer has been reduced
- Semi retired
- Two part-time jobs

11.What is your age?

18-24	6	1.83%
25-34	18	5.50%
35-49	64	19.57%
50-64	76	23.24%
65+	134	40.98%
Prefer not to answer	29	8.87%



**Some responses have been summarized for the sake of brevity*

City Administrator Benefits Summary

Developed from survey results using ChatGPT

Benefits Summary

- Nearly half of all respondents saw no benefit to adding a City Administrator.
- Those who supported the role emphasized professional management and accountability.
- Operational efficiency, improved coordination, and continuity were secondary themes.
- Fiscal stewardship and non-partisan decision-making were mentioned less frequently.

Benefit Topic Distribution



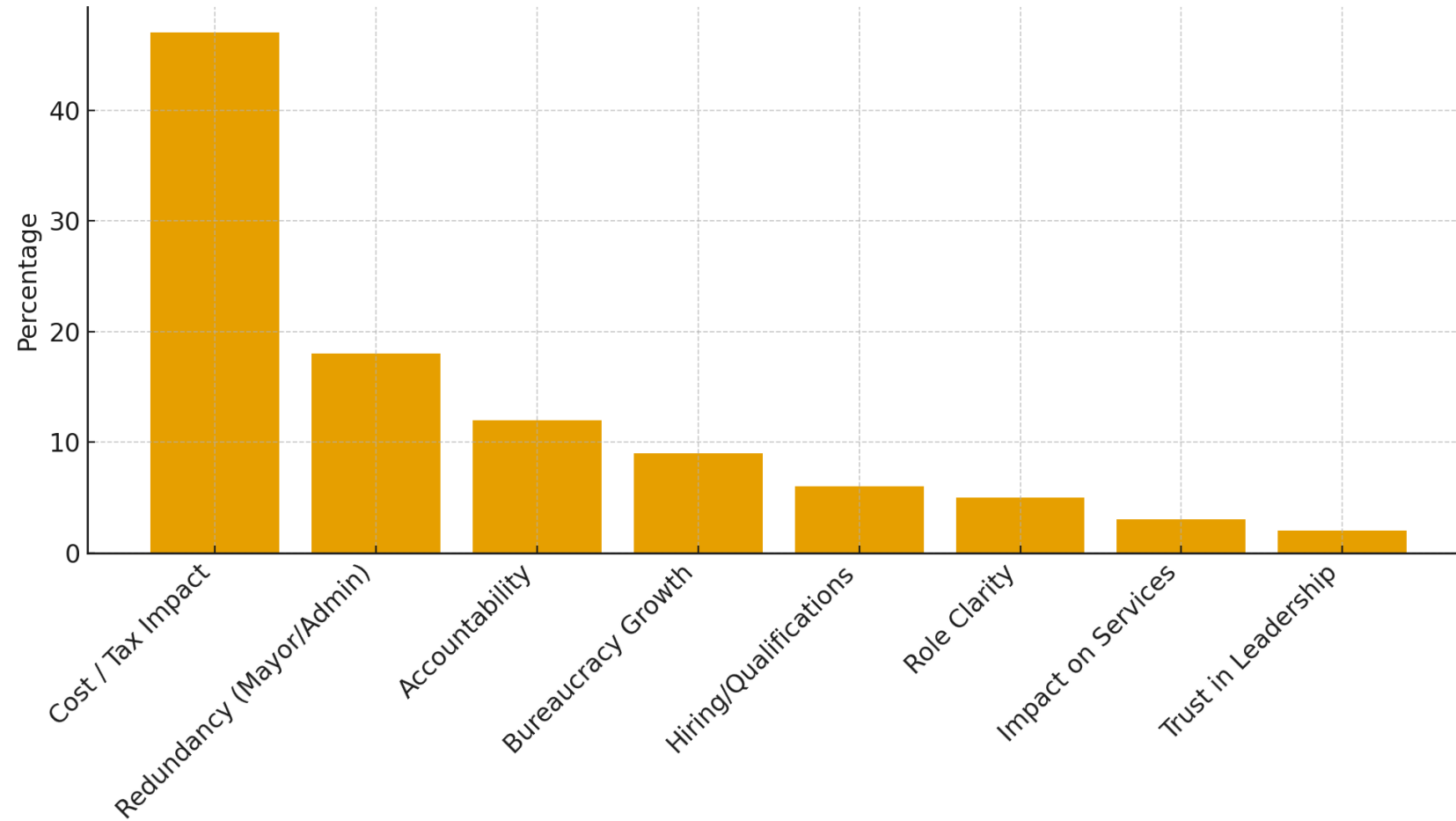
City Administrator Concerns Summary

Developed from survey results using ChatGPT

Top Concern Categories

- Cost / Tax Impact – 47%
- Redundancy With Mayor – 18%
- Accountability & Voter Control – 12%
- Added Bureaucracy – 9%
- Hiring the Wrong Person – 6%
- Role Clarity & Oversight – 5%
- Impact on Services – 3%
- Trust in Mayor/Council – 2%

Concerns Breakdown



City Administrator Question Summary

Developed from survey results using ChatGPT

Question Summary

- Cost/Tax Impact – 28%
- Mayor Role & Structure – 22%
- Need/Rationale – 16%
- Accountability – 12%
- Hiring Process – 10%
- Duties & Responsibilities – 6%
- Referendum & Input – 4%
- Comparisons to Other Cities – 2%

Primary Themes

- Uncertainty about financial impact
- Unclear governance structure
- Desire for transparency and accountability
- Concern about need and effectiveness of administrator role

Question Categories

