



City of La Crosse, Wisconsin

City Hall
400 La Crosse Street
La Crosse, WI 54601

Text File

File Number: 24-1287

Agenda Date: 10/10/2024

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Adopted

In Control: Common Council

File Type: Ordinance

Agenda Number:

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

**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

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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

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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).

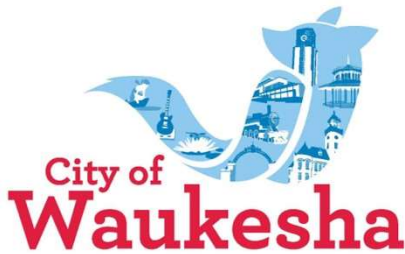
Continued professionalism and expertise are essential for a city to thrive. Elected Mayors can be good or bad. With a good Mayor, the city can thrive and be run professionally without any major problems. I recognize that many elected Mayors have the skills needed to run a large operation with many employees 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

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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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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

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

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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_p015OC2BKkH-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

You don't often get email from gkreichert@charter.net. [Learn why this is important](#)

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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

You don't often get email from medk557@yahoo.com. [Learn why this is important](#)

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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...

You don't often get email from kemps2112@gmail.com. [Learn why this is important](#)

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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

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.

Some people who received this message don't often get email from newberry54601@gmail.com. [Learn why this is important](#)

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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: Neillsville

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

Craig, Sondra

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

[Some people who received this message don't often get email from wbwb2@icloud.com. Learn why this is important at <https://aka.ms/LearnAboutSenderIdentification>]

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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

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

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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

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: 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

400 La Crosse St., La Crosse, WI 54601 • Tel: (608) 789-7595 • Fax: (608) 789-7598
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
Director of Human Resources
Gwendolyn A. Benish
Human Resources Generalist

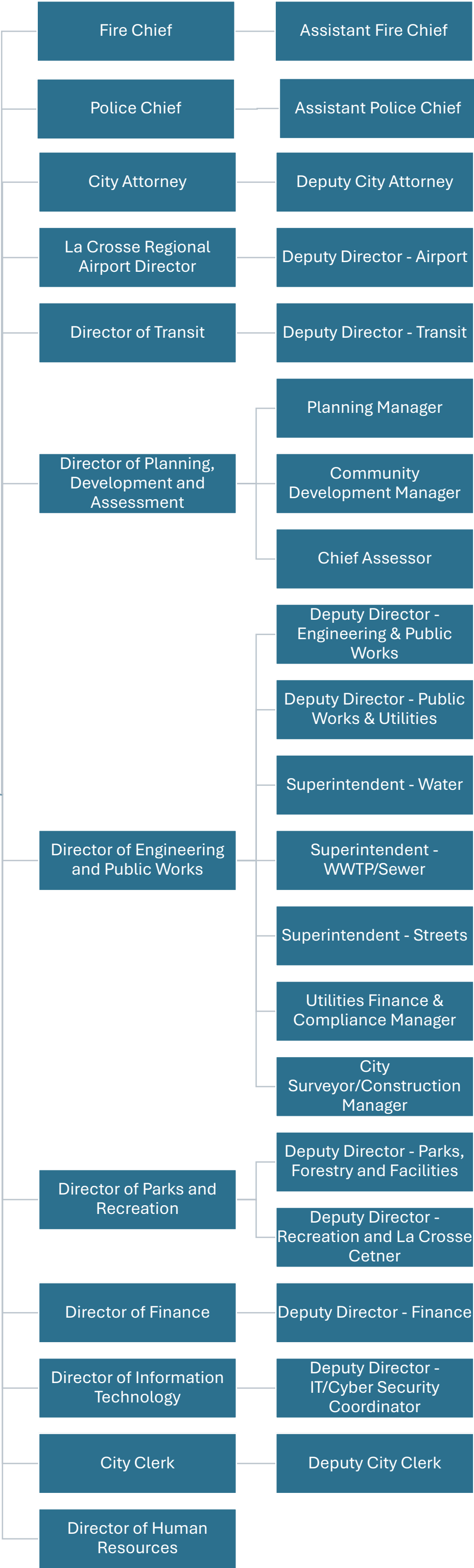
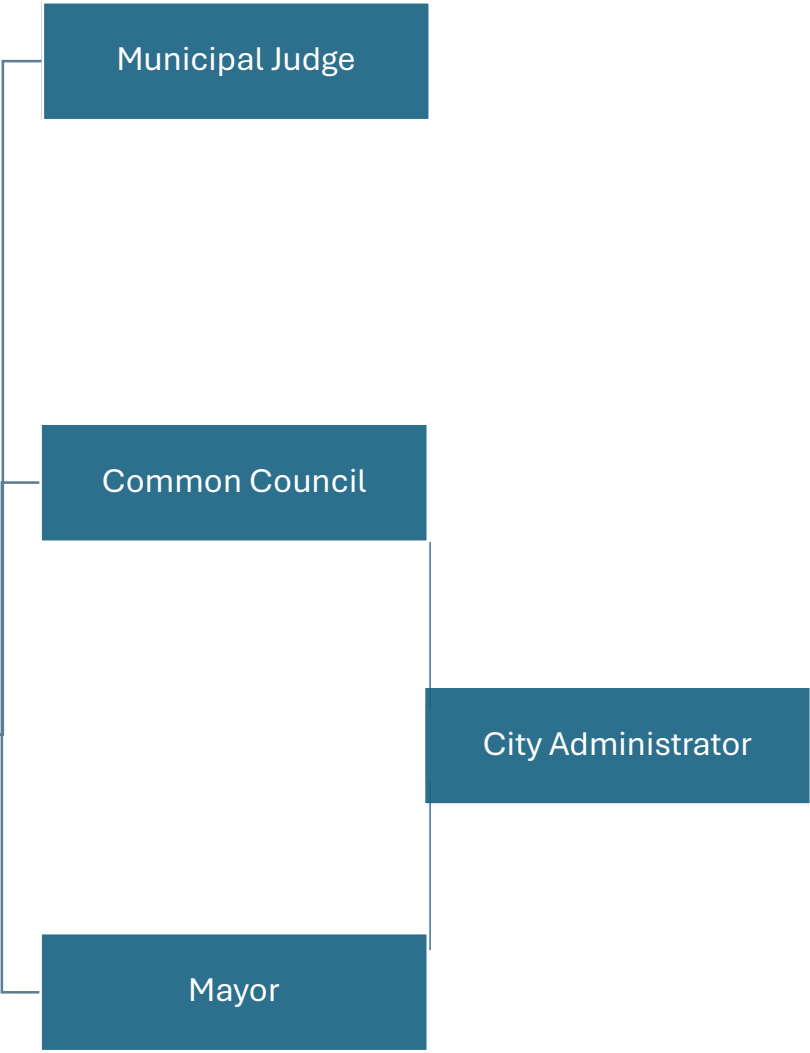
Audra M. Bloom
Employee Benefits Specialist
Angela M. Berget
Human Resources Assistant

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

Voters

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