

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.