

**MINUTES**  
**January 12, 2016**  
**Committee of the Whole**  
**City of Batavia**

Please **NOTE:** These minutes are not a word-for-word transcription of the statements made at the meeting, nor intended to be a comprehensive review of all discussions. They are intended to make an official record of the actions taken by the Committee/City Council, and to include some description of discussion points as understood by the minute-taker. They may not reference some of the individual attendee's comments, nor the complete comments if referenced.

Chair Brown called the meeting to order at 7:30pm.

**1. Roll Call**

**Members Present:** Ald. Brown, Russotto, Atac, Stark, Wolff (entered at 7:35pm), O'Brien, Hohmann, Mueller, Botterman, Cerone and McFadden

**Members Absent:** Ald Chanzit and Fischer

**Also Present:** Mayor Schielke; Chief Schira, Batavia Police Department; Wendy Bednarek, Human Resources Director; Gary Holm, Director of Public Works; Peggy Colby, Finance Director; and Jennifer Austin-Smith, Recording Secretary

**2. Approve Minutes for December 15, 2015**

**Motion:** To approve the minutes for December 15, 2015

**Maker:** Stark

**Second:** Hohmann

**Voice Vote:** 11 Ayes, 0 Nays, 3 Absent  
Motion carried.

**3. Items to be Removed/Added/Changed**

There were no items to be removed, added or changed.

**4. Matters From The Public (For Items NOT on Agenda)**

There were no matters from the public for items not on the agenda at this time.

**5. Consent Agenda**

(The Consent Agenda is made up of items recommended by city staff that requires recommendation to the full City Council by the COW. This agenda is placed as a separate item on the COW agenda. The items on the Consent Agenda are usually minor items, already budgeted, standard non-policy activities or outgrowths of earlier meetings and are voted on as a "package" in the interest of saving time on non-controversial issues. However, any council member may, by simple request, have an item removed and placed on the "regular" agenda.)

- a. Resolution 16-05-R: 2016 Ford Truck Chassis for \$43,694.00 (Scott Haines 1-4-16) CS

**Motion:** To approve the minutes the Consent Agenda as presented  
**Maker:** Hohmann  
**Second:** Stark  
**Voice Vote:** 11 Ayes, 0 Nays, 3 Absent  
Motion carried.  
Consent Agenda

## **6. City Administrator Search Update – Bill Balling GS**

Mayor Schielke introduced Bill Balling and Adriane Johnson from WRB LLC to the Committee. He explained that WRB LLC has been hired to spearhead the search for a new City Administrator. Mayor Schielke explained that they are still in phase one of the exercise. A distribution of reports on what they heard from the community would be distributed towards the end of this meeting.

Bill Balling reported that they would like to gather the following information from this meeting:

- Identification of priorities within the City of Batavia
- Obstacles and opportunities for success
- Move to the second phase, which is to identify key elements, traits, management skills and leadership the Council desires in their next City Administrator

Balling stated that this meeting follows the six engagement sessions. The information gained from this meeting would be added to the community session information and any overlapping information would not be included.

*Wolff entered at 7:35pm*

Balling stated that a narrative profile of the recruitment brochure itself would be distributed on January 26<sup>th</sup>. The brochure would include the elements of leadership traits, logistics of the position, and compensation targets. The Committee would be asked to review and approve the draft brochure. Once that is approved, the final brochure would be drafted and brought to Committee for approval. Balling stated that he would attend the next three meetings to report on the assessment and profile.

Balling and Johnson introduced themselves and gave their background information for the Committee. He then asked the Committee to introduce themselves around the table. Introductions were made.

Balling stated that they would need clarity on how the Committee would like to handle residency requirements. He explained that the Municipal Code requires residency for the City Administrator, Police Chief and Fire Chief unless waived by City Council. Balling expressed that the hiring of a new City Administrator is a legacy decision to be made by the Council. He explained the difference between a City Administrator and a City Manager. He asked the Committee what are the important priorities that the City needs to address. The following responses were made:

- Economy and demographics

- Providing customer service to the constituents
- Providing excellent City services
- City Administrator should be a 'people person'
- Making the river a priority and accessible to the residents
- Work well with the other bodies such as the School District and Park District

Balling asked what is the best quality of the City. The answer was the following:

- The river (the river walk and the amenities)

Johnson explained the SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats) process with the Committee and asked for their opinions on each of the categories. The responses are listed below.

#### Strengths:

- Department Heads (experienced and longevity)
- Political Stability (larger council and long term tenure of Mayor)
- City Services (police and fire)
- Development potentials
- Opportunities for redevelopment of the river frontage
- Opportunities for development
- The river
- The community
- Staff
- Strong finances
- History that could be capitalized off of
- Long-term employees of the City
- Forward thinking of the City and a high regard for the past
- Diversity
- Great Schools
- Strong volunteer base
- Overall culture of the community and resident involvement
- Low crime rate

#### Weaknesses:

- Economic Development opportunities work slowly at first from an investment and City regulatory standpoint
- Marketing Batavia well and finding ways to make projects happen and happen quickly, finding an easy way to have people work with us
- Employee moral and overworked employees
- Need to do a better job on how we address transparency
- Credibility and serious doubts on what residents hear from the City
- Working with the School District and Park District to help preserve our natural resources
- Image of operations here not accurate
- Prairie State

- The pace of progress
- Consistency of services
- Communication
- Parking for small businesses (e.g. in the fourth ward)
- Customer service towards the business community
- Staffing levels are not comparable to before the downturn of the economy
- Aging infrastructure in the town
- Right staffing and right personalities doing the jobs that need to be done. Do we have the right people in the right positions? Figuring out where our best talents are utilized in people
- Creativity, providing continuity and stability and thinking outside the box and being more creative
- Storm water utility needing to be split
- Department Heads close to retirement and will lose some good people
- Community angst
- City Council has the tendency to micromanage staff, we get too involved and that is not what our position is here
- General distrust of government is wide reaching across the state
- Divisions of the government (school, park and City of Batavia)
- We need money but we are not going to raise taxes and how do we get the money to do the services the community desires
- Small town values but it is tough to balance because we are outgrowing a small town. How do we keep those values and be a large town.
- The budget (take care of things that we need to take care of and not being able to provide and keeping the budget flat)
- Connectivity of east and west side of the City
- Pension liabilities

#### Opportunities:

- Electric utility
- Randall Road
- Kirk Road Corridor development
- Environmental initiatives (river and green spaces)
- Community connectivity for bikes and pedestrians
- West Town TIF and development
- Mooseheart development
- Stormwater utility to manage and be forward thinking
- All of the development and redevelopment properties
- Consolidations of the township or departments
- Older houses (built over 100 years ago) were built very well, rehab candidate for younger couples and restoration
- Restoration of the river
- Downtown redevelopment
- Reel in potential developers

- Diversity
- Increase our development opportunities
- New Development to bring others in to pay a share
- Communication (sharing information in order to build a consensus)
- Intergovernmental cooperation
- Providing relief for staff

Threats:

- Unknown future of electricity
- Instability of the State of Illinois
- Uncertainty with sales tax
- River walls and decaying dam
- Prairie State
- Operations or factors beyond our control (e.g. what the school district or park district decides to do)
- Maintaining the unique and charming identity of the City
- Apathy when it comes to voting turn out or seeking information out

Balling explaining the PEST analysis (Political Factors, Economic Factors, Social Factors, Technological Factors) to the Committee. The Committee has to consider the City as the product. He asked the Committee to consider what would challenge the product of the City and what would be the impediments of our future success.

Political Factors:

- Large Council to deal with
- Committee of the Whole structure
- Varied interests and ideals in the Council
- Transparency is more difficult with Executive Session
- Scope and size of government
- Pension factors
- Revenue limits and challenges of more services and less taxes
- Lack of communication among Council and sharing ideas with staff
- Do residents believe the brand you are selling, earning trust back

Economic Factors:

- Tight budget
- Revenues are down
- Speed of what economic development occurs
- Perception of taxes (how to pay for the services that others expect)
- Economic feature of the recovery on the economy
- Increase of service companies and decrease of manufacturers and sales
- Committee structure (not enough debate and not enough question and answer with staff which is our source of information due to time issues). Would like go back to Committee structure

- Not closing the deals for development and things slip through our fingers, maybe we could be enjoying more success

Social Factors:

- Some people are not happy with the City of Batavia no matter what is done
- Perception of what Batavia is
- Fixed income residents need to be treated fairly and justly
- The expectation of rapid change
- Baby boomers retiring, development of senior housing or people moving out, mass exodus
- Voter apathy
- Subsidized housing, still need the services, social services needed
- Changing demographics (can our workforce live in this community)
- Competing demographics within town

Technological Factors:

- Communication (cannot fund a communication person)
- Managing social media
- Pace of change and development
- Fixed verses mobility (e.g. office computers versus being mobile)
- Elimination of big box stores with people buying online
- Communication here at City Hall (microphones, BATV sound is off, need to update, and money is a factor)
- Fiber network be expanded in commercial and industrial areas
- How do we get out of the electric agreement

Balling asked the Committee for the elements required of the next City Administrator: (management and leadership style). The responses were as follows:

- Experience
- Strong management and business skills
- More delegation to avoid bottleneck affects
- City Administrator not a City Manager (delegating and trusting their employees)
- Communication
- Empowering employees and department heads to get their job done
- Clear red tape, make it easier to move things forward and get the job done
- Leading through example
- Setting the tone and the culture for the organization, personality and presence has to be strong
- Delegation and communication skills
- Leadership skills
- Candor and customer service skills

Balling asked the Committee for the personnel styles and traits for motivation that they would like to see in the City Administrator. The responses are listed below:

- Authentic
- Patient
- Perceptive
- He or she could take a few months to look at the City and figure out what we are doing well and what could be improved. Be able to recognize what needs fine-tuning.
- Identify the many priorities that we have and work with us as a Council and tell us what is doable and what priorities have to be moved further down on the list. Identify those priorities that we can make happen. Matching our activities to our resources. Committed to working with us in making that happen.
- Interpersonal styles
- Not take things personally
- Verbal skills and communication in writing as well
- Changes to staffing levels or changes to structure
- Passionate
- Creative problem solver
- Appointing senior department heads with great candidates

Experience:

- Strong business background and ability
- Come from a community similar to ours, larger in size rather than smaller in size (either as an existing or assistant administrator) Comparable to where we are right now.
- 7-10 years progression experience
- Commitment to stay
- Demonstrative track record of economic success
- Public administration or law degree

Education:

- Minimum Bachelor
- Advanced degree desirable
- Electric utility knowledge

Planned Service Commitment:

- Years of service commitment for the next City Administrator- minimum of twelve years anticipating 2 years to get the feet wet.
- Long-term service commitment

Callahan asked what the average amount for planned service commitment is. Balling responded that seven years is the average. Balling suggested looking for a 7 to 10 year commitment.

Balling asked the Committee to fill out the Community Assessment Form located in their packet. The Committee was directed to answer the following seven questions for the worksheet by rating it from 1 (not good) to 10 (very good) and if the rating is ascending or descending:

1- Workforce quality of the City of Batavia

- 2- Quality of the City Council
- 3- Quality of shared services (library, school, park, joint services)
- 4- Community livability in Batavia
- 5- Community stability in Batavia
- 6- Opinion on the desirability of living in Batavia
- 7- Rating of the overall quality of City Services delivered

Each Committee member gave the scoring and trending. Balling stated that he and Johnson would distribute the results to the Committee at a later date. Johnson passed out the summations from the first six sessions titled "City of Batavia Emerging Themes from the Engagement Meetings, January 12, 2016." He noted that no group was titled; only the size of the group was listed on the summations.

Balling asked the Committee to consider what they would like to have the residency requirement be for the future City Administrator. Balling noted that the Municipal Code is flexible. The options to consider would be a relocation timeline (six months to a year), living within a radius of the City, and how involved within the community the Committee would like the City Administrator to be.

#### **7. Other**

There were no other items discussed at this time.

#### **8. Adjournment**

There being no other business to discuss, Brown asked for a motion to adjourn the meeting at 10:18pm; Made by O'Brien; Seconded by Hohmann. Motion carried.

Minutes respectfully submitted by Jennifer Austin-Smith