

Questions and Answers on the 2019 Budget

1. On the opening statement there is a comment about the community survey that says "More than 1,000 responses were received which revealed that:" but there is nothing after the :. I am assuming you had a list of things you were going to add
 - A. This statement was referring to the strategic plan in the beginning of the budget. The Strategic Plan was modified to correct the sentence and page numbers were added. The new document is at the end of this Q&A.
2. Page I-17 - How does the pass-through grant help our budget after 2019? What is the amount of that grant
 - A. The pass-through grant is just that – a pass through. We receive the funds from IDOT for road construction projects and then pay out the same amount to our largest industrial customer. The pass-through grant was something that the City facilitated to retain our largest electric user – so that is the benefit.
3. Page I-17 - the table at the bottom lists 2019 as 2018 (just a typo)
 - A. This has been corrected.
4. Page I-22 - seeing we may have to raise revenue at some point soon is it possible to have a table that shows all taxes for surrounding communities so we have that as something to let citizens know where we stand overall. Although we only account for .08. What does a resident of Batavia pay in total taxes compared to our neighbors for the same value of home.
 - A. The property tax comparison in the Budget provides the City Property Rates. We have also provided a list of the total comparative tax total property tax rates and other tax rates for the same communities (to the best of our knowledge).
5. In the General Fund, I heard that Lakeside is not taking any of the local garbage to the Transfer Facility. Do we expect those revenues to stay steady or actually decrease?
 - A. We do not have any changes to projections at this time – we have no information to utilize as to an amount it might decrease. If any definitive information becomes available before the budget is passed, adjustments can be made to revenue.

6. In the general Fund our fines and fees are dramatically higher than 2018 budget and that is reflected in the 2019 budget - why such a big difference
 - A. More active truck enforcement and the ability for truck permits to be paid online. There was also an increase to fines received via the court system. Fines and fees were higher in 2005, 2006 but then dropping off but reaching \$200,000 in 2010 and 2013. Fines and parking ticket revenues can fluctuate not just because of enforcement but also because of compliance. Due to the small amount that these revenues represent for total revenues, a dip in comparison to budget should not have a large impact.
7. Page 8b references the Strategic Plan , but not the page it is on
 - A. The strategic plan is now numbered (i-vii).
8. 8b - we talked about exploring options for ride sharing companies as well
 - A. Ride sharing is Action 2 for this initiative (page v).
9. Administration & Legislative budget -
 - a. over time was high in 2018, but expected to only be 500 in 2019 -please explain
 - A. A position is being proposed to be changed to salaried rather than hourly so that would remove overtime.
 - b. What memberships are we paying for
 - A. International City/County Management Association, Local Gov News, Metro West Council of Government, Metropolitan Mayors Caucus, Chicago Metropolitan Agency, Illinois Municipal League, Batavia Chamber of Commerce.
10. Human resource budget
 - a. big drop in professional services - where is that savings coming from
 - A. The higher expenditures for 2017 was for the salary study.
11. Buildings and Grounds
 - a. why is the Health Insurance contribution so low?
 - A. The health insurance contributions are based on the employee (s) selection of coverage during open enrollment. This cost can go up or down depending on the election of the employee at that time. There can also be changes to coverage during the year for new hires, employees leaving the city, and for qualifying events. If the contribution is low, it is due to one of these reasons. The budget is based on the election made in the prior year as open enrollment occurs after the budget is passed.
12. Utility billing
 - a. why such a big increase in Health Insurance contribution
 - A. The answer is the same as above for Buildings & Grounds.
13. Water Distribution
 - a. Professional services went up dramatically, what is the difference from last year?

- A. The budget increased \$30,000 over the 2018 projected spending. There are expected costs of \$25,000 for sludge remediation and removal at the water treatment plant.

14. Waste Water Treatment

- a. Landfill fees are estimated in 2018 to be \$195,000, but only budgeted in 2019 for \$180,00. we have underbudgeted the last two years. Why so high this year and why don't we expect it to be that high next year
 - A. Landfill fees were (are) higher during the construction at the treatment plant due to the digesters being offline, so the amount of waste that must be landfilled was higher than normal. The cost for 2019 will go back down when everything is back on line and operational.

	Property Tax	Sales Tax	Gasoline Tax /gal	Natural Gas Tax /therm or %	Liquor Tax	F&B Tax /other	Utility Tax	Telcom Tax
Batavia	\$9.12	8.00%	0.04	0.0375	2.00%		4.00%	6.00%
Geneva	\$8.76	8.00%	-	-	-	-	.024/kWh	6.00%
St. Charles	\$8.39	8.00%	0.02	-	3.00%	-	-	5.00%
Elburn	\$10.70	7.00%	-	-	-	-	?	6.00%
Montgomery	\$9.50	8.00%	-	5.00%	-	-	5.00%	6.00%
South Elgin	\$9.52	7.50%	-	3.00%	-	-	3.00%	3.00%
North Aurora	\$9.85	7.50%	-	-	-	3.0% Amuse	3.00%	4.00%
Aurora	\$9.81	8.25%	0.04	0.01	1.75%	1.75%	3.00%	6.00%
Elgin	\$10.29	8.50%	0.04	0.03	3.00%	-	.0061/kWh	6.00%

2019 – 2021 STRATEGIC ACTION PLAN

Your city government performs many types of planning: comprehensive planning for the physical development of the city; financial planning to assure a sound financial footing; and emergency preparedness and response planning, to ensure the safety of our community in the event of a disaster. These are all examples of plans that the City of Batavia provides to guide its activities.

Strategic Planning serves a different purpose than other plans. It is a way to **organize and prioritize** our efforts so we can commit to the results that we seek to accomplish over the next three years.

Unlike comprehensive planning, strategic planning is not long range; it is short to mid-term. It is designed to help the City Council and City Staff to make decision and allocate resources to ensure that the identified goals can be efficiently and successfully accomplished.

What's in this Strategic Plan?

The strategic plan is a simple statement of how we see ourselves as a community and an organization, what we seek to accomplish, and what are key priorities are for the next three years.

Background

In 2018, the City Council set a priority on the completion of a strategic plan. The Council recognized that such a planning exercise was crucial to effective administration of the City in coming years, in part because:

- There had been no consistent history of strategic planning in the City.
- A former attempt at strategic planning was unsuccessful
- The City is at somewhat of a crossroads as it faces the potential for growth

How this plan was developed

Based on the failure of earlier attempts which included the assistance of outside consultants, Council decided that the best approach was to utilize internal expertise to engage in a more focused approach for the initial plan.

The following planning steps were identified and initiated:

- Review all relevant documents including the prior strategic plan
- Review the results of the Community Survey
- Conduct a thorough analysis of the current environment utilizing the S.W.O.T.(strengths, weaknesses, opportunities, threats) method.

Community Survey

- The City initiated a community survey in April 2018 to provide insight into what residents felt were the most pressing needs of the community. More than 1,000 responses were received with residents responding that the following were the most important priorities:

Most Important Goal 2018

- 39.3% Enhance and revitalize downtown Batavia
- 17.6% Work with citizens and citizen groups to resolve important community issues
- 20.7% Improve traffic circulation
- 4.1% Provide cultural activities in the community
- 10.2% Provide information to citizens on the activities of City government
- 11.3% Encourage the construction of housing that is attainable for people at every stage of life (ie singles, families, empty nesters, seniors)

- Respondents were asked to provide general comments as well. One of the top priorities identified in those comments was the need for a second bridge.

Development of the Strategic Plan

- At its inaugural meeting on May 14, 2018, the Council decided upon its Mission, Vision and Fundamental Values. The in depth S.W.O.T. analysis also took place at this meeting.
- At the following meeting on June 11, 2018 Council utilized the results of the S.W.O.T. analysis to identify the critical areas for goals.
- On July 9, Council and senior staff members collaborated to identify strategies to support the goals identified in the previous meeting.
- On September 8, 2018 City Council Approved the 2019 – 2021 Strategic Action Plan

Our strategic plan consists of the following components:

Vision

How do we see ourselves as an organization?

We are committed to working with our current and future residents and businesses to ensure that the City of Batavia, with its rich history and natural resources, fulfills the needs of the community by providing a variety of housing, business, cultural and recreational opportunities in a safe, sustainable and attractive environment.

Mission Statement

In a simple statement, what do we seek to accomplish?

To continually enhance and improve the quality of life enjoyed within our community through the development and delivery of reliable and efficient municipal services in a fiscally responsible manner.

Fundamental Values

What are the fundamental values that we hold most dear as an organization?

Integrity

We value transparency, honesty, safety and integrity in everything we do.

History

We value the history of our city and strive to preserve and celebrate it.

Community

We value creating a sense of community and seek the input of our residents and businesses in developing creative solutions to current and future challenges.

Natural Resources

We value the natural resources of our city and our responsibility to protect them.

Diversity

We value the diversity of our residents and strive to provide an inclusive environment in which people from all backgrounds and of all ages can live and thrive.

Fiscal Responsibility

We value sustainable budgets that aim to improve our services while keeping costs reasonable.

Service

We value services that are dependable and consistent in both day-to-day operations and in times of special need or emergency.

Safety

We value safety in the community for our residents, businesses and visitors.

Strategic Goals

There are hundreds of activities that a city government is required to accomplish. Those that are identified as our goals in this strategic plan are deemed the most critical to our future success. Building upon the vision, mission and fundamental values the Council and executive team identified the following strategic objectives and goals:

- **Transportation**
 - Investigate the Feasibility of a Parking Lot for Train Commuters
 - Create a Plan for a Second Bridge
 - Identify/Enhance Safe Walking/Biking Routes to and Through Downtown
- **Downtown Development**
 - Create a Development Plan for Downtown
 - Review and Revise Development Incentives and Policy
 - Process and Service Quality Improvement
 - Increase the Availability of Public Parking Spaces Downtown
- **The River**
 - Create a Master Plan for Future Development of our Waterfront
 - Establish and Fund a Riverbank Stabilization Plan
- **Infrastructure**
 - Commit to a Base Level of Funding for all Infrastructure (sewer, roads, etc.)

Strategic Action Plan

The Strategic Action Plan lists the specific actions, responsible departments, timeframes and estimated costs for each activity that will be undertaken toward accomplishment of the objectives.

Each Department, in its section of the budget, has included information about 2019 initiatives which support the Strategic Action Plan.

City of Batavia Strategic Action Plan 2019 - 2023

Strategic Priorities

Transportation

Objective	Responsible Department	Timeframe	Estimated Cost
Investigate the Feasibility of a Parking Lot for Train Commuters			
Action 1: Survey need/want for service	Administration	2019	\$1,000
Action 2: Contact Uber/Lyft about commuter programs	Administration	2019	Staff Time
Action 3: Inventory vacant parcels	CD	2019	Staff Time
Action 4: Inventory potential shared use parcels	CD	2019	Staff Time
Action 5: Research other park n ride history	Administration	2019	Staff Time
Action 6: Explore possible funding through PACE, RTA, CMAQ, etc.	Administration	2019	Staff Time
Action 7: Submit applications fo grant funding	Administration	2020	\$2,000
Objective	Responsible Department	Timeframe	Estimated Cost
Create a Plan for a Second Bridge			
Action 1: Community survey to verify support for a second bridge and associated costs	PW/ Administration	2019	\$5,000
Action 2: Review prior siting options to determine if new siting study is necessary	PW	2020-2022	Staff Time
Action 3: Identify options for funding (\$40 million)	PW/Finance	2019-2020	\$10,000
Action 4: Explore possible State/Federal funding	PW	2020	\$1,000
Action 5: Submit grant funding applications	PW	20??	\$2,000
Objective	Responsible Department	Timeframe	Estimated Cost
Identify/Enhance Safe Walking/Biking Routes to and Through Downtown			
Action 1: Work with Geneva to explore sidewalk connection to Metra Station. (\$200,000)	PW/Admin	2019-2023	Staff Time
Action 2: Design/construct alternative to stairs on bike path on east side of walking bridge	PW	2020-2023	\$1M
Action 3: Create a plan and funding structure for future walkability/bikability improvements	Admin/PW	2019-2023	Staff Time
Action 4: For all projects in this category, explore grant funding support	Admin/PW	2019-2023	Staff Time

City of Batavia Strategic Action Plan 2019 - 2023

Strategic Priorities

Downtown Development

Objective	Responsible Department	Timeframe	Estimated Cost
-----------	------------------------	-----------	----------------

Create a Development Plan for Downtown

Action 1: Review existing plans	CD	2019	Staff Time
Action 2: Engage consultant	CD	2019	Staff Time
Action 3: Planning process	CD	2020	\$150,000
Action 4: Future budgeting plan	Finance	2019	Staff Time

Objective	Responsible Department	Timeframe	Estimated Cost
-----------	------------------------	-----------	----------------

Review and Revise Development Incentives and Policy

Action 1: Establish goals for development incentives	CD/ED	2019	Staff Time
Action 2: Inventory/evaluate current incentives	CD/ED	2019	Staff Time
Action 3: Research other positive incentives	ED	2019	Staff Time
Action 4: Adopt an Incentive Policy	ED	2020	\$100,000/Yr
Action 5: Evaluate effectiveness of Incentive Policy	CD/ED	2022	Staff Time

Objective	Responsible Department	Timeframe	Estimated Cost
-----------	------------------------	-----------	----------------

Process and Service Quality Improvement

Action 1: Fill vacant position	CD	2019	Budgeted in
Action 2: Provide customer service training to employees	CD	2019	\$10,000
Action 3: Review and Revise at least 2 processes per year	CD	2019 - 2023	Staff Time
Action 4: Review and Revise Building Code	CD	2019	Staff Time

Objective	Responsible Department	Timeframe	Estimated Cost
-----------	------------------------	-----------	----------------

Increase the Availability of Public Parking Spaces Downtown

Action 1: Survey current inventory	CD	2019	\$10,000
Action 2: Establish current/future public need	CD	2019	\$10,000
Action 3: Identify opportunities for additional parking	CD	2020	Staff Time
Action 4: Consider metered parking downtown (Wilson St)	Police/IT	2021	Staff Time
Action 5: Work with owners of downtown parking lots to use as public parking	Admin	2019-2020	\$100K

City of Batavia Strategic Action Plan 2019 - 2023

Strategic Priorities

The River

Objective	Responsible Department	Timeframe	Estimated Cost
Create Master Plan for Future Development of our Waterfront			
Action 1: Engage in River Master Planning with Park District	PW/Park District	2019	\$75,000
Action 2: Create a plan to fund envisioned improvements in the River Master Plan	Finance/PW	2019-2020	Staff Time

Objective	Responsible Department	Timeframe	Estimated Cost
Establish and Fund a Riverbank Stabilization Plan			
Action 1: Identify goals and objectives	PW	2019	Staff Time
Action 2: Review prior plan to determine if it is still viable or whether update is necessary	PW/Finance	2020-2023	Staff Time

Infrastructure

Objective	Responsible Department	Timeframe	Estimated Cost
Commit to a Base Level of Funding for all Infrastructure (sewer, roads,			
Action 1: Streets	PW/Finance	2019-2022	Staff Time
Action 2: Sidewalks	PW/Finance	2019-2022	Staff Time
Action 3: Storm Sewer	PW/Finance	2019-2022	Staff Time