



# ***FINANCE COMMITTEE***

## ***CITY COUNCIL***

**TUESDAY, JANUARY 18, 2010**

**CITY COUNCIL OFFICE**

**5:00 p.m.**

**Committee Members:** F. Acosta, Chair; D. Reed; J. Waltman

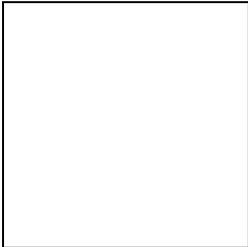
*Although Council committee meetings are open to the public, public comment is not permitted. However, citizens are encouraged to attend and observe the committee meetings. Comment from citizens or professionals during the meeting may be solicited on agenda topics via invitation by the Committee Chair.*

- I. Review of December Financial Statements (Balance Sheet & Cash Flow Report) (FI01 & FI04)**
- II. Review IT Report**
  - a. Update on Data Cleansing initiative – 2011 CIP Project**
- III. Review Policy Follow-Up from 2011 Budget Discussions (attached)**
- IV. Update Major Systems Residential Rehab – Program Amendment**
- V. CD Report**
  - a. Un-programmed CDBG Funds**
  - b. Closing out unpaid CD Loans (CD02)**
  - c. UDAG Fund**
    - **2009 Balance Sheet/Income Statement**
    - **2010 Balance Sheet/Income Statement and quarterly report for 2010 showing revenues and expenditures**

**VI. Update - Collection Report for Delinquent Taxes and Misc Fines & Fees (RE01)**

1. Update on Status of Linebarger Contract
2. Per Capita (Linebarger)
3. Permits & Miscellaneous(Linebarger)

**VII. Review Act 47 Recovery Plan Initiatives**



# *CITY COUNCIL*

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## *Finance Committee*

### **Meeting Report Monday, December 20, 2010**

**Committee Members Attending:** F. Acosta, chair, D. Reed, J. Waltman

**Others Attending:** S. Marmarou, M. Goodman-Hinnershitz, D. Sterner, L. Kelleher, S. Katzenmoyer, H. Tangredi, C. Weidel, C. Geffken, D. Cituk, S. Haver, J. Kromer, C. Younger, R. Miller

Mr. Acosta, chair, called the meeting to order at 5:13 pm.

#### **Major Systems Residential Rehab Program Amendment**

Mr. Miller, Executive Director of NHS, distributed a flyer describing the 2011 Group Workcamp program and NHS housing rehab programs.

Mr. Miller stated that the Major Systems Residential Rehab Program is funded by Community Development and has been in operation for 3 – 4 years. He stated that this program provides critical assistance for major repairs to senior citizens who are financially eligible.

Mr. Miller stated that Community Development is contemplating changing the program from City-wide elderly to neighborhood specific for all ages who are financially eligible. He noted that the first target neighborhood would be the Southeast People's Voice area. He stated that there is \$100,000 allocated for the program and would be enough funding for 18 – 20 projects to help improve the neighborhood. He stated that this change would require an amendment to the CDBG Action Plan.

Mr. Haver stated that it was CD's intention to bring this to Council to get their sense of

support before beginning to work on the amendment.

Mr. Marmarou questioned if rental properties are eligible for the program. Mr. Miller stated that they are not.

Ms. Reed described a situation in which one of her constituents used the program and it greatly improved her quality of life. She expressed her belief that targeting a specific neighborhood is a better approach.

Ms. Goodman-Hinnershitz stated that the Southeast People's Voice area is within District 2. She stated that this is a very active neighborhood group which works to improve resident's quality of life. She stated that their work has had very positive effects on the neighborhood. She thanked NHS for their work and the strategic choice of the first target area.

Mr. Sterner stated that this program was highlighted at a recent meeting of the Outlet Area neighborhood group. He questioned if the program would also be available to residents in this area. Mr. Miller stated that it would not be available but that there is already much work there with Weed & Seed programming and increased new development.

Ms. Goodman-Hinnershitz questioned who coordinated the volunteers for the summer work group. Mr. Miller stated that the volunteers are coordinated by Kelly on the NHS staff. Ms. Goodman-Hinnershitz noted the need for enough souvenirs for the volunteers.

Mr. Waltman questioned the amount of the funding for the Major Systems Program. Mr. Miller stated that it will be \$100,000.

Mr. Waltman stated that currently the program is for residents City-wide who are age 62 and over who are financially eligible. He noted that this would change to anyone financially eligible within the target area. Mr. Miller stated that  $\frac{1}{4}$  of the 2011 allocation could be used for seniors currently on the waiting list.

Mr. Robinson arrived at this time.

Mr. Miller stated that if Council could fund another \$100,000 that would increase the assistance to those currently on the waiting list and free up funding to assist additional people within the target area.

Mr. McMahon arrived at this time.

Mr. Waltman expressed his belief that a hybrid program combining these two options would

be the best approach.

Mr. Acosta expressed his belief that many seniors in need would not be able to get assistance. Mr. Miller stated that there are also many families in need of assistance.

Mr. Acosta noted his perception that there is more assistance available to families than to seniors.

Ms. Goodman-Hinnershitz noted that it is inspiring to work with the youth during the summer work group and encouraged all in attendance to consider doing so.

### **Review November Financial Statements**

Mr. Geffken distributed the November financial statements. He apologized for the delay in getting them to Council. The delay was due to the departure of the Accounting Manager. He thanked Ms. Weidel and Mr. Sleppy for their assistance in preparing the reports.

Mr. Geffken stated that the overage in Non-Departmental was due to an insurance premium payment which was made and not yet back-charged to individual departments.

Mr. Waltman noted that showing the percentage of budget column is a good reference but that it was difficult to gauge its meaning. He requested discussion on any items which are a concern.

Mr. Geffken stated that the City lost \$4.5 million in November. He stated that there was enough cash on hand through the process as Accounting reviewed old accounts and transferred available funds and also made corrective entries. He stated that \$2.5 million was borrowed from the EIT fund and will be repaid next week with the unfunded debt.

Mr. Waltman stated that Charges for Services was coming in well below budget and requested clarification. Mr. Geffken stated that this account represents monies owed to the City by the library and Reading School District.

Mr. Waltman questioned the Other category. Mr. Geffken stated that he would need additional time to review this category and would report back.

Mr. Geffken stated that the City will be taking its \$3 million transfer from the Sewer Fund in January and will also receive the repayment of the Greater Berks Development Fund loan of approximately \$3 million.

Mr. Cituk questioned if a TRAN would be necessary in 2011. Mr. Geffken stated that he does

not believe it will be necessary and that the City will save by not paying financing costs for a TRAN.

Ms. Goodman-Hinnershitz stated that these financial statements are helpful to all and that she is glad to see that the financial state of the City is being more closely monitored. She requested additional explanation and notes on the statements in the future.

### **IT Report**

Mr. Tangredi reviewed the report. He stated that the quality of life inspection system which has shown at 99% complete for several months will begin field testing on January 3. He stated that calls for service have decreased due to many employees using vacation time.

Mr. Tangredi stated that there will be no computer training classes in December or January as the department is focusing on training Fire and Police on Outlook. He reported that the training room is being enlarged to accommodate additional students as classes of six are too small. He extended a welcome to Council members to attend classes.

Ms. Goodman-Hinnershitz questioned if Access training would be offered. Mr. Tangredi stated that Outlook is being offered in two phases, the Track-It system (which will replace the support email) and GIS training for Community Development and Public Works. He stated that Word, Excel and Access will be offered at a later date.

Mr. Geffken stated that four employees had requested Access training and were approved to receive the training at RACC during the interim.

### **Review Tax Billing and Collection Agreement with County Treasurer**

Mr. Younger stated that the draft agreement was sent to Mr. Geffken for comment. Mr. Geffken stated that he has made his comments and returned them to Mr. Younger. He asked Mr. Younger to summarize the agreement.

Mr. Younger stated that the County Treasurer will provide real estate tax collection services for the City. He stated that the City will make an annual payment of \$10,000 for this service and the printing of statements. He stated that 50% of postage costs will also be paid by the City. He stated that the County will provide monthly collection reports to the City.

Mr. Acosta requested that the draft agreement be compared with minutes from the meeting at which the County Treasurer made his presentation to Council. Ms. Kelleher will perform this comparison.

Mr. Waltman questioned if Council will be approving this agreement. Mr. Younger stated

that they would.

Mr. Acosta stated that Council should not be asked to vote without time to review the written document. Ms. Reed agreed.

Mr. Younger stated that he will copy the draft and distribute it to Council.

Mr. Acosta questioned if Ms. Weidel had any concerns with the agreement. Ms. Weidel stated her concern with timely reporting and the ability of the County to transfer monies to the City on a daily basis. She stated that she will be performing a monthly reconciliation to ensure the City has received all funds owed.

Ms. Goodman-Hinnershitz noted the need to establish performance standards and review the process annually to monitor the relationship.

Mr. Marmarou noted the need to compare current collection rates to future rates and address issues immediately.

Mr. Cituk expressed his concern that the County does not allow payments to be made in installments. He noted that this may decrease the City's cash flow and tax payments as those who cannot make a full payment can then make no payment at all.

Mr. Younger questioned how many residents use payment plans. Mr. Cituk stated that he does not have that information.

Mr. Acosta questioned if Tax could calculate this information. Ms. Weidel stated that Tax does not track it either but will work with IT to make an estimation.

Mr. Waltman noted that this change will need aggressive monitoring and willingness by both parties to cooperate and coordinate.

Mr. Geffken explained that four people from Tax will be working in the Services Center and Ms. Weidel will be its manager. He stated that this will allow continuity of tax functions and better monitoring.

Mr. Waltman noted the need for timely billing and the close monitoring of receipts. Mr. Acosta requested that this item be added as a monthly Finance Committee topic.

Ms. Goodman-Hinnershitz stated that she is tentatively confident in the success of these changes. She questioned how the City will proceed if this approach does not work. Mr.

Geffken stated that the City does not have a choice; it must make it work.

Ms. Goodman-Hinnershitz questioned who will be monitoring the information. Mr. Geffken stated that Council, Council staff, and the Administration will all be monitoring the information.

Mr. Marmarou questioned the use of partial payments. Mr. Geffken stated his personal preference not to accept partial payments. He stated that partial payments can be made by those who are delinquent but not those current in their payments. Mr. Cituk stated that if it can be done for those who are delinquent it can be done for all. He stated that it would be possible to do for all if it can be done for delinquents.

Mr. Acosta questioned when Council will be taking action on the agreement. Mr. Younger stated that Council will have copies of the draft this evening.

Mr. Acosta requested that this issue be added to the next Committee of the Whole agenda.

Ms. Kelleher requested the amount paid when due, the amount paid to Portnoff during collection and the amount never paid. Mr. Geffken stated that the total tax billed is \$15 million; of which \$1.2 million was turned over to Portnoff.

### **CD Report**

Mr. Robinson reviewed the monthly report. He stated that the Northmont playground project from 2009 is still in progress and that the HPRP is a three year program and is on target.

Mr. Marmarou questioned if any unspent money is in danger of being lost. Mr. Robinson stated that it is not as most of the funding in danger was used for the recent paving projects.

Mr. Robinson stated that there are no problems with projects but that the Public Works projects are proceeding very slowly.

Mr. Geffken stated that Council has been receiving this report for several months. He questioned Council's next step. Mr. Waltman stated that the reports should continue to be made so that Council can review the information and receive a summary of amounts available to be transferred to other projects as they become available.

Ms. Goodman-Hinnershitz noted the need for Council to receive consistent information.

Mr. Robinson reported that the City plans to send demand letters and file complaints against

those who still owe the City for past loans. He stated that the firm hired to perform this work will only receive payment (35%) if money is collected. Monthly reports will be provided to Council.

Mr. Marmarou questioned the total amount due. Mr. Robinson stated that there is approximately \$2 million in recoverable loans. He stated that attempts have been made in the past to collect these debts but that the attempts were not aggressive.

Mr. Spatz, reporter for the Reading Eagle, questioned the worst offenders. Mr. Robinson stated that there are approximately \$6 million in loans going back to the 1980's and 1990's.

Mr. Robinson informed Council that the County passed the LERTA last week and the School District passed it last month. He stated that he will work to advertise this with development projects.

Ms. Reed stated that the County will review the need for the LERTA every two years.

Mr. Cituk stated that the City LERTA is for residential and commercial properties. Ms. Reed stated that the County and School District approved commercial properties only.

#### **Update Collection Report for Delinquent Taxes and Misc. Fees**

Mr. Geffken stated that he has no update.

#### **Review Act 47 Recovery Plan Initiatives**

Mr. Marmarou questioned if the City contacted the Attorney General and asked for exoneration of pension payments. Mr. Cituk stated that the Attorney General informs the City of their annual pension payment amount.

Mr. Marmarou stated that pension payments were written off by the State in the past. Mr. Cituk explained an Act from 1984 in which the Commonwealth tied State aid to pension payments. He stated that this forces municipalities to make pension payments.

Mr. McMahon stated that he has been working with the DCED to determine new ways to fund pensions and that this information will be reported to the Governor. He stated that he has also been working on a Core Communities Caucus so that cities have a united voice across the State.

Mr. Acosta questioned how Council could measure the Recovery Plan initiatives and track progress. Mr. Tangredi stated that the project plan is on the City's computer network. He stated that Ms. Kelleher will be granted access to view the plan, which includes project

prioritization.

Mr. Denbowski arrived at this time.

Ms. Goodman-Hinnershitz questioned the progress of the Citizen Advisory Board. She noted the need to establish an appointment process for those interested in serving. Mr. McMahon noted his hope that the Board would have 21 members. He stated that he and Mr. Spencer have been discussing this issue.

Mr. Denbowski explained his vision of a member from each Council district. He stated that he is also working with the City's Diversity Officer to attract diverse members. He stated that he will be working to establish this Board which will work with the City Administration in guiding policies and establishing core services. He stated that he will have a written outline shortly. Ms. Kelleher reported that this Board is already established and an amendment will be necessary.

Mr. McMahon stated that the Board would hear presentations and their guidance on the City's recovery would be requested. He stated that this would occur before moving to a more public forum.

Mr. Acosta voiced concern that 21 members may be too large.

Ms. Goodman-Hinnershitz expressed her pleasure that the process was moving forward.

Ms. Katzenmoyer questioned if applicants would follow the same process as applicants for other City boards, authorities and commissions. Ms. Kelleher expressed her belief that the process should be consistent. Mr. Denbowski noted his willingness to work with Ms. Katzenmoyer.

Mr. Waltman noted the need for Council to establish guidelines for the Board.

Mr. Acosta expressed his belief that the application process should be consistent to ensure applicants are qualified to serve.

Mr. McMahon suggested that Council members bring applicants forward who are active members of community groups.

Ms. Kelleher reminded all that those serving on this Board could not serve on another City board, authority or commission.

The Finance Committee meeting adjourned at 6:34 pm.

*Respectfully submitted by Linda A. Kelleher CMC, City Clerk*

**FOLLOW-UP REQUIRED**

- Electronic financial reports to be provided with the committee agenda packets
- Amendment of the Recovery Plan to correct miscalculations
- Report on IT data Cleansing Initiative
- Report close out delinquent CD Loans (Recovery Plan CD01)
- Discussion on allocation of CDBG Funds for eligible projects in the 6 Council Districts
- Report on the External Audit findings corrected and update on those remaining

## Follow-up Policy Issues from 2011 Budget Discussions

1. Fleet Services - contract for services to other agencies and municipalities
2. Transiency policy & housing strategy - Jan Finance Meeting
3. Explore purchase of bullet-proof shields for street lights
4. Seek sponsorships for parks and park maintenance
5. PILOT - develop approach to increase PILOTs from non-profits
6. Consider taking on Met Ed street lights
7. Check Pittsburgh re defer pension costs to State (only 27% on Pittsburgh pension funded vs. 80% funded in Reading)
8. Currently the City received only approx \$12.50 for moving traffic violations other fees attached (approx \$100) go to the State, etc) – check to see if the City can raise the fine it receives for moving traffic violations  
**Policy discussion, if possible at all.**
9. Need to address \$1.5M for capital repair work to Library over next 3 years
10. Explore adding Legal Specialist to Law Office
11. Solicitor review BAC legal counsel and determine areas that require internal counsel and external counsel
12. Explore outsourcing additional tax billing and collection areas
13. Review projections and objectives in Recovery Plan and plan implementation
14. Review and define application of trades/construction permits for all parties
15. Housing Registration & Inspection – draft ordinance allowing billing for inspection as per Maximus
16. Currently the City received only approx \$12.50 for moving traffic violations other fees attached (approx \$100) go to the State, etc) – check to see if the City can raise the fine it receives for moving traffic violations  
**Policy discussion, if possible at all.**
17. Explore further healthcare reductions by using the “Major Medical” approach where all medical expenses are paid out of pocket and then reimbursed on a percentage bases. Also inquire with the RSD and County re opting in to one of their current packages.  
**Will consider in next year.**
18. Administration and Council to begin monthly discussions in January 2011 to determine and define the City’s core services

Chapter	No.	Initiative	Due Date	Priority	Tracking	Tracking	Completion
Plan Implementation	PI01	Implementation Committee Meetings - Council reps, Admin & Act 47 Coordinator	N/A	0			0
Plan Implementation	PI02	Deploy Implementation Action Teams - Council reps, Admin & Act 47 Coordinator	N/A	0			0
Plan Implementation	PI03	Establish a Citizens Advisory Committee - see Cod Ords - Chapter 1 Part 5 E	N/A	2			0
Plan Implementation	PI04	Create a loaned executive program	N/A	2			0
Plan Implementation	PI05	Publish a performance measurement report to Mayor, Council, Act 47 Coordinator	Quarterly	21			0
Plan Implementation	PI06	Increase participation in regional organizations	N/A	3			0
Plan Implementation	PI07	Create teams to study authority and joint working options	N/A	21			0
Debt	DS01	Unfunded debt transaction	N/A	13			Nov-10
Debt	DS02	Terminate the swap agreement on the 2002 CABs	Jul 21 2010	14			0
Debt	DS03	Terminate the 2008 Swap Agreement	Eval monthly	3			0
Debt	DS04	Discontinue use of scoop refunding; require Coordinator approval of debt transactions	N/A	2			0
Debt	DS05	Explore alternative approaches to wastewater capital funding	N/A	2			0
Debt	DS06	Adopt and comply with debt policies reports to Council and Admin	N/A	2	Dec-10		0
Workforce	WF01	Use professional assistance for labor negotiations	N/A	11			0
Workforce	WF02	Establish a labor/management committee for all employee groups	N/A	2			Ongoing
Workforce	WF03	Limit new contract enhancements	N/A	16			0

Workforce	WF04	Eliminate FOP expenditure reduction bonus provision	Jan 1 2011	3			0
Workforce	WF05	Eliminate free employee parking	N/A	13		Mgmt & 1st level Jan 2010	
Workforce	WF06	Ensure future collective bargaining agreements remain compliant with Recovery Plan	N/A	16			0
Workforce	WF07	Three year wage and step freeze	Jan 1 2011	18			0
Workforce	WF08	Three year wage and step freeze for first level supervisors (AFSCME 3799)	Jan 1 2011	12			0
Workforce	WF09	Reduce management salaries by 2.5% in 2011	Jan 01 2011	18			0
Workforce	WF10	New pay scale for new police officers	Dec 31 2012	3			0
Workforce	WF11	New pay scale for new firefighters	Jan 1 2011	16			0
Workforce	WF12	Freeze longevity pay and eligibility	Jan 1 2011	16			0
Workforce	WF13	Reduce holidays from 14 to 10	Jan 1 2011	12		Mgmt Jan 2010	0
Workforce	WF14	Retain the right to use furlough days	2011-14	13			0
Workforce	WF15	Adjust overtime eligibility thresholds to reflect hours actually worked	N/A	16			0
Workforce	WF16	Reduce vacation leave	N/A	16			0
Workforce	WF17	Reduce sick leave allotments	N/A	16			0
Workforce	WF18	Amend sick leave incentive program	N/A	16			0
Workforce	WF19	Improve sick leave monitoring	N/A	16			0

Workforce	WF20	Court-related overtime reduction strategy	Jan 1 2012	2			0
Workforce	WF21	Amend IAFF overtime calculation to reflect Fire Department shift change	Jan 1 2011	16			0
Workforce	WF22	Adjust IAFF minimum overtime provision	N/A	16			0
Workforce	WF23	Remove disincentive for mutual aid use from IAFF agreement	Dec 31 2010	16			0
Workforce	WF24	Redesign employee health care	<b>2011-12</b>	11		Mgmt & 1st level Jan 2010	0
Workforce	WF25	Contain post-retirement healthcare costs	N/A	12			0
Workforce	WF26	Other health care cost containment measures	Sept 30 2010	2			0
Workforce	WF27	Enhance light-duty program	N/A	3			0
Workforce	WF28	Retain flexibility to fill vacant positions after six months	N/A	16			0
Workforce	WF29	Improve flexibility to assign qualified firefighters to duties as needed	N/A	16			0
Workforce	WF30	Review and restructure fire academy training	N/A	16			0
Workforce	WF31	Change first step of grievance process	N/A	16			0
Pension	PN01	Take advantage of Act 44 remedies	2011-12	11			0
Pension	PN02	Deposit 2007 unpaid MMO obligations	N/A	13			Dec-10
Pension	PN03	Do not provide benefits which exceed those allowed by the Third Class City Code	N/A	3			0
Pension	PN04	Comply with the Internal Revenue Code	Jan 31 2011	12			0

Pension	PN05	Eliminate overtime from firefighter pension benefit calculation for new hires	N/A	16			0
Pension	PN06	Eliminate the DROP program	N/A	16			0
Pension	PN07	Explore creation of a new, less expensive defined benefit plan for new employees	Dec 31 2010	11			0
Pension	PN08	Make a portion of the annual City pension contribution earlier in the year	N/A	2			0
Pension	PN09	Explore a defined contribution plan for retiree medical costs	N/A	3			0
Pension	PN10	Eliminate City contribution to retiree life insurance for new hires	N/A	16			0
Mayor's Office	OM01	Work with City Council to modify and revise City ordinances as necessary to implement the Recovery Plan	N/A	5			0
City Council and City Clerk	CC01	Modify and revise City ordinances as necessary to implement the Recovery Plan	N/A	5			0
City Council and City Clerk	CC02	Hold annual town hall meeting on City's progress	June 30 2011	5			0
City Auditor	CA01	Support Recovery Plan implementation and the external audit process	N/A	5			0
City Auditor	CA02	Establish process for coordinating and responding to external audits	N/A	2			0
City Auditor	CA03	Complete post project completion audits for capital work	N/A	2			0
Finance	FI01	Cash flow reporting and monitoring, monthly rept to Council, Mayor Act 47 Coordinator	N/A	11			Sep-10
Finance	FI02	Develop annual budget document	Oct 1 2010	18			0
Finance	FI03	Create a system to charge back expenses to departments	N/A	2			0
Finance	FI04	Quarterly financial reporting	N/A	14			0

Finance	FI05	Strengthen procurement controls	July 21 2010	14			1
Finance	FI06	Establish process for coordinating and responding to external audits	N/A	5			0
Finance	FI07	Fund balance policies	Dec 2010	2			0
Finance	FI08	Transfer tax collection duties to other entities	Jan 1 2011	12			Jan-10
Finance	FI09	Eliminate the Reading Call Center or equivalent level of costs	Jan 1 2011	18			Jan-10
Finance	FI10	Centralize billing and other administrative functions	N/A	18			Jan-10
Finance	FI11	Reduce manual processes	N/A	5			0.25
Finance	FI12	Citywide 7.5 percent reduction in non-personnel expenses (retain 2011 spending levels in 2012)	Jan 1 2011	18			0
Finance	FI13	Monitor and manage utility services	Dec 31 2010	5			0
Finance	FI14	Develop a performance management system	N/A	2			0
Information Technology	IT01	Move information technology support for the Police Department to Berks County	Dec 31 2010	2			0
Information Technology	IT02	Help other departments improve their use of technology; rept Mayor Council & Coordinator	Aug 20 2010	11			0.5
Information Technology	IT03	Pursue shared services for information technology	N/A	2			0
Capital Improvement Plan	CB01	Create an annual CIP document	N/A	3			0
Capital Improvement Plan	CB02	Increased involvement in CIP process from City departments	N/A	3			0
Capital Improvement Plan	CB03	Enhance communication between City and utilities	N/A	3			0

Capital Improvement Plan	CB04	Capital budget financing	N/A	3			0
Human Resources	HR01	Establish a first source employment referral system	Jan 1 2011	14			0
Human Resources	HR02	Complete a City-wide job study and update job descriptions	Jan 1 2012	3			0
Human Resources	HR03	Establish performance review process	N/A	2			0
Human Resources	HR04	Strengthen employee training	Sept 30 2010	2			0
Human Resources	HR05	Continue to create apprenticeship and internship opportunities	N/A	2			0
Human Resources	HR06	Study span of control	N/A	3			0
Human Resources	HR07	Outsource payroll processing	N/A	15			0
Human Resources	HR08	Develop a performance management system	N/A	2			0
Insurance and Risk Management	RM01	Establish policies to review employee driving records	N/A	2			0
Insurance and Risk Management	RM02	Attain damage estimates to improve cost recovery	Dec 31 2010	2			0
Insurance and Risk Management	RM03	Review excess liability coverage	N/A	2			0
Insurance and Risk Management	RM04	Update insurance specifications	N/A	3			0
Human Relations	HC01	Review HRC staffing	N/A	3			0
Law	LW01	Manage and reduce the use of outside counsel	Dec 31 2011	22			0
Law	LW02	Review all statutes, ordinances & resolutions to ascertain which boards need to retain their own counsel	N/A	2			0

Law	LW03	Implement a time tracking system	N/A	2			0
Law	LW04	Use professional assistance for labor relations activities	N/A	11			0
Reading Public Library System	RL01	Participate in restructuring the Reading Public Library ; Council Pres & Man Director	N/A	5			0
Fire	FD01	Change current shift schedule	Dec 31 2010	16			0
Fire	FD02	Restructure EMS Basic Life Support (BLS) unit staffing plan	Jan 1 2011	16			0
Fire	FD03	Establish part-time EMS positions to address vacancies and planned stand-by events	Jan 1 2011	16			0
Fire	FD04	Implement an engine company inspection program	Jan 1 2011	15			0
Fire	FD05	Evaluate potential for further consolidation of fire stations	RFP 2012	3			0
Fire	FD06	Adjust false alarm ordinance to more accurately reflect costs	Jan 1 2011	15		Bill 40-2010	Complete
Fire	FD07	Implement an emergency response fee	Jan 1 2011	3			0
Fire	FD08	Improve department use of technology rept to Mayor Council & Coordinator	Jan 1 2012	3			0
Fire	FD09	Pursue joint ladder purchase and other intergovernmental cooperation initiatives	N/A	3			0
Fire	FD10	Develop a performance management system	N/A	2			0
Police	PD01	Continue discussions with the County regarding the transfer of emergency 911 dispatch functions	N/A	11			0
Police	PD02	Reduce headcount in 2012	Jan 1 2012	3			0
Police	PD03	Explore regional alternatives to City bomb squad	N/A	2			0

Police	PD04	Other intergovernmental cooperation	N/A	2			0
Police	PD05	Discontinue leasing patrol vehicles	Jan 1 2011	2			0
Police	PD06	Improve cost recovery for extra duty overtime	Jan 1 2011	2			0
Police	PD07	Full cost recovery for officers assigned to Reading Housing Authority properties	Jan 1 2011	2			Dec-10
Police	PD08	Burglar alarms	Jan 1 2011	3		Bill 41-2010	Complete
Police	PD09	Establish Arson Investigation Task Force with Fire Department	N/A	2			0
Police	PD10	Track overtime expense by category	Jan 1 2011	12			0
Police	PD11	Develop a performance management system	N/A	2			0
Public Works	PW01	Review City fleet policies, practices, and needs	N/A	2			0
Public Works	PW02	Create a comprehensive vehicle list	July 30 2010	14			0
Public Works	PW03	Explore opportunities for fleet maintenance contracts with neighboring jurisdictions	Jan 1 2011	2			0
Public Works	PW04	Initiate auction/E-Bay sale of surplus vehicles and equipment in-lieu of trade-in	Dec 31 2010	2			0
Public Works	PW05	Develop a multi-jurisdictional vehicle and equipment organization	Jan 1 2011	3			0
Public Works	PW06	Initiate second shift at Garage for routine maintenance	Dec 31 2010	3			0
Public Works	PW07	Purchase and implement use of fleet management software	Dec 31 2010	2			0
Public Works	PW08	Charge back of all fleet expenses to all Departments; create service agreements	N/A	3			0

Public Works	PW09	Explore a public works apprenticeship program	N/A	3			0
Public Works	PW10	Evaluate possible contract maintenance of all parks	RFP 2010	2		PW Committee	0
Public Works	PW11	Evaluate minor park use and consider alternative management, use, or disposal of underused parks	Dec 31 2010	3		HPO Project	0
Public Works	PW12	Combine the Parks and Property Maintenance divisions	Jan 1 2011	2			0
Public Works	PW13	Transfer the Engineering division to the PW Administration division	N/A	3			Complete
Public Works	PW14	Maintain transfers from the Sewer Fund	N/A	5			0
Public Works	PW15	Establish and enforce a utility cut permit program	Jan 1 2011	3			0
Public Works	PW16	Improve department use of technology	Aug 30 2010	2			0
Public Works	PW17	Continue to explore establishing Rdg Recreation Commission, see Cod Ords Chapter 1 Part 5 K	N/A	3		Underway	0
Public Works	PW18	Develop a Performance Management System	N/A	2			0
Public Works	PW19	Create a City Stormwater Utility	N/A	2			0
Public Works	PW20	Evaluate special assessment charge system to recover street expenditures	Jan 1 2011	3			0
Public Works	PW21	Resolve public/private ownership of street lighting system and apply uniformly	Jan 1 2011	3			0
Public Authorities	PA01	Negotiate additional annual payment from RAWA	Nov 30 2010	11			Dec-10
Public Authorities	PA02	Establish an annual payment from RPA	Nov 30 2010	11			Nov-10
Public Authorities	PA03	Explore options for authority provision of services	N/A	11			0

Public Authorities	PA04	Explore transfer of RAWA City employees to RAWA	N/A	11			0
Community Development	CD01	Schedule additional Zoning Board hearings to eliminate backlog this year	Dec 31 2010	13			0
Community Development	CD02	Close out unpaid Community Development loans	Dec 31 2010	2		Underway	0
Community Development	CD03	Improve department use of technology	N/A	2			0
Community Development	CD04	Update comprehensive plan	Dec 31 2011	3			0
Community Development	CD05	Develop a performance management system	N/A	2			0
Property Maintenance Inspection	CE01	Clear rental inspection backlog	Dec 31 2010	13			0
Property Maintenance Inspection	CE02	Implement systematic two-year permitting and inspection program for rental housing	Jan 1 2011	13			0
Property Maintenance Inspection	CE03	Consider expanding shift coverage to evenings and weekends	N/A	13			0
Property Maintenance Inspection	CE04	Improve department use of technology	Aug 31 2010	2			0
Property Maintenance Inspection	CE05	Cross-train Fire Safety and Trades Inspectors	N/A	3			0
Property Maintenance Inspection	CE06	Assemble and systematically deploy code enforcement teams	N/A	2			0
Property Maintenance Inspection	CE07	Increase "no-show" penalty fees for property owners' absent at scheduled inspections	Jan 1 2011	13		Introduced 12-13-10	0
Property Maintenance Inspection	CE08	Consider adding pre-sale housing inspections	N/A	2			0
Property Maintenance Inspection	CE09	Develop a performance management system	N/A	2			0
Housing	HS01	Designate a Designate a Housing Coordinator	Aug 21 2010	12			0

Housing	HS02	Develop a comprehensive housing strategy	Mar 31 2011	13		Underway	0
Housing	HS03	Evaluate use of CDBG funding to ensure it supports the housing strategy	N/A	13			0
Economic Development	ED01	Develop a local economic development partnership and comprehensive strategy	N/A	13		Underway	0
Revenue	RE01	Delinquent tax collection	Dec 31 2010	12		contracts Linebarger/Portnoff	0
Revenue	RE02	Develop Water Fund transfer policy	Jan 1 2011	17			0
Revenue	RE03	Institute PILOT from the Reading Parking Authority (RPA)	Jan 1 2011	11			0
Revenue	RE04	Conduct tax exempt property audit and expand PILOT payments	Jan 1 2011	2			0
Revenue	RE05	Index fees to inflation	Dec 31 2010	5			0
Revenue	RE06	Generate additional revenue through Market Based Revenue Opportunities	July 1 2011	2			0
Revenue	RE07	Establish revenue estimating committee, Admin, Council Pres & Finance Chair	N/A	11		First mtg 9-1	0
Revenue	RE08	Temporarily expand earned income tax; reduce resident rate in 2014	Jan 1 2011	11			0
Revenue	RE09	Property tax increase in 2014	Dec 31 2013	3			0
Revenue	RE10	Failsafe revenue package	N/A	3			0
Revenue	RE11	Explore a change to a Land Value Tax structure	Rept 4 2011	3			0