

City of Corry
Implementation Grid Status Report
August 20, 2012

Adopt provisions of Act 75 of 2011 – Act 75 is state legislation that allows for the creation and establishment of the position of city administrator(manager) in Cities of the Third Class with commission forms of government. This activity represents the creation of a executive branch of government, which still serves at the pleasure of the legislative branch(city council). The intent is to try to provide some continuity in the organization through the efforts of a trained professional Chief Administrative Officer(CAO) being in charge of the day to day operations of the City. The Implementation Committee has spent a significant effort in drafting an ordinance which was recently presented to City Council for their consideration, with expectation that the Ordinance will be introduced for a first reading in the month of September.

Redefine the role of City Clerk – The full EIT function has come to closure and The Clerk has been working with Berkheimer on tax collection reports and resident lists to assure accuracy in payments to the City. There is a renewed and increased interest in the City and the surrounding townships to establish an ongoing oversight process to keep Berkheimer in check, with likely direct funding from the school district to help each local government with the costs of this watch dog effort. The Clerk has begun the database development for code enforcement, residential rental registry, business registry and will be critical in transition to new work environment of increased technology. The Implementation Committee has spent significant effort in the development of an appropriate job description, which expands upon the City Clerk's role, as set forth in the Third Class City Code, to include necessary duties to continue to progress the organization in the implementation of several recommendation from the report.

Expand and define the role of Treasurer – City Administrator is working with the City Treasurer to better use his talents and place with the Treasurer additional financial responsibilities i.e. pension reports, wage scales and reports to council. We will be working on an expanded job description that expands upon the role established by the Third Class City Code, to include other duties now performed along with additional necessary duties to continue to progress the organization in the implementation of several of the recommendations from the report.

Operating and Capital Budgeting - We are developing capital budgets for each of the funds and expanding/refining the operating budget process to include more participation by the department supervisors from start to finish.

Combine management functions of public works dept. – Public Works Supt. Job Description developed and approved. Job has been advertised and application received. The applications were reviewed and applicants interviewed in late June 2012. The newly

created Public Works Superintendent's position was filled by Terry Williams, who began work on Monday, July 16, 2012. The long vacant Street's Supt. Position responsibilities have been assumed by Ms. Williams. She will now be able to work along side the present Waste Water Supt. until his intended to retirement in early 2013, at which time she would assume the additional responsibility's connected with that position. The Water Supt. Has just begun to discuss his intentions to retire in early 2014, which again will afford Ms. Williams to work with him in advance of that separation date to provide some continuity of operations. Time line is playing out in accordance with plan.

Managing Information – Technology committee has Project 1 Connectivity Phase 1 Police, Fire and Admin well under way with the physical connections having been accomplished to the City Building Complex and Fire Station No. 2. They now expect to light up the first phase of the new communication system during the month of September, making the convenience of voice mail and expanded telephone service available to our customers to improve our links to them With additional project and phases established over the next couple years. A Copy of the outline was distributed to City Council in March 2012. The Committee Chairman made a presentation to the Erie County Gaming Revenue Authority seeking implementation grant funding and pitching the concept of a continuing program to help all Erie County Local Governments with technology updates, through strategic planning processes.

Electronic Government – The Technology Committee covered this in their outline and also we have met with and assessed several software options to provide a much better common platform for government operation sharing information within code enforcement, utility records, property tax records, police activity and so on. Some of the funding for this activity has been included in the grant funding for the Code Committee.

Improve real estate tax Collections - We await the outcome of the current re-assessment project and will consider action as necessary solidify values at reasonable level and monitor major property holder. This will likely need to include partnership with the school district in tracking and challenging large swings in assessment valuation.

Set water and sewer rates at appropriate levels – This is an ongoing effort that must take place annually and when combined with development of capital budget planning and commitment to create appropriate capital reserves will result in much stronger departments. The Public Works Superintendent will play a critical role in helping to pull the information together and continuing to move this effort forward. Discussion must held during each budget cycle to return each fund to healthy condition which will help smooth future capital impacts on the rate payer.

Set other fees and charges – City Council has analyzed the data base of collected rates from surrounding municipalities and City administrator is developing a fee resolution for the current year, which will then be subject to annual review and update to keep fees for service consistent with actual costs to the City. This resolution will be presented for adoption in September of this year.

Oversee Earned Income Tax Collections – City Clerk is working with Berkheimer to develop report formats that give concise and consistent reporting of information. As mentioned in the expanded role of City Clerk, above, there is consideration for continuation of this watch dog activity and some funding from the school district.

Implement Business Registration Program – The Corry Code Committee has begun focus on this activity and City Clerk has begun the work of compiling database of known entities. With activity will be of help in accurate tracking of EIT collection, as well as establishing patterns for planning puposes.

Community Liason – Council and the Administrator will need to work on this going forward in identifying those relationship that council wishes to concentrate effort on an ongoing basis and what level of staff or council attention is required.

Rental Registration – The Corry Code Committee provided City Council with a model ordinance and registration program outline. The Ordinance has been adopted and we are compiling the owner files and location codes to begin this program. A revised ordinance is now before City Council in an attempt to cure some issues with the original ordinance, as established during discussion within council and with the public. See RFP in next section.

Code Enforcement – The Corry Code Committee provided City council with recommendations fro implementation of an improved Code Enforcement effort. The IPMC has been adopted and the Code Committee has formulated recommendations for enforcement manpower and has established a budget including outside grant funding for implementation. The Code Committee has recommended the use of an outside contractor (third party) to operate the City's code enforcement efforts for the initial 18 to 24 months of this update effort. The City Administrator is using another third class city's RFP to develop a Request for Proposals for a professional service contract to the city for code activity in connection with inspections of both owner occupied single family residences and residential rental registered properties.

Intergovernmental Cooperation Initiatives – The City remains a very active member of the Northwest Pennsylvania Tri-County Council of Governments. We will continue to support and investigate service consolidation opportunities with proximate municipal entities. We have recently requested membership in Conelway Emergency Management Agency, a multi- municipal organization formed to help all the members meet their public safety, state and federal obligations for disaster management planning and training. These two organizations provide excellent opportunity for the continued discussion of shared programs and services to help provide the most efficient delivery to all our collective citizens. Action on the Conelway EMA membership is expected within the next couple weeks.

Legislative Initiatives – The City of Corry remains actively involved with the PML and participates in multiple telephonic and written legislative outreaches each year to help our legislators understand our priorities and concerns with Harrisburg and Washington. The present council and staff have connected with our regional legislative representatives and the Mayor serves on the PML legislative outreach committee, making periodic trips to Harrisburg to support League initiatives.

Financial Operating procedures – City Administrator & City Treasurer have begun to brainstorm the most streamlined process to accomplish this goal. Alan Kugler is working to provide templates for the development of policies and procedures in each of the city departments. Meeting will soon be scheduled with each department head to gather initial input of practices and overlying policies. I expect drafts in several departments to be published by the end of 2012.

Budgeting – Council continues active oversight of budget and we are working on a more inclusive process going forward to include increased direct contact between supervisors and City Council.

Long Range Capital Plan Development – City Administrator, City Treasurer, and Public Works Supt. Will be working on development of these plans as part of the upcoming budget cycle. This activity will take some time to accomplish with periodic reports being given to City Council every 90 days or so going forward.

Police Department Costs – Chief and CA are tracking and assessing various programs within the dept. with an eye towards a report and some recommendations to City Council in third qtr 2012. The Police Chief recently provided City Council with a report on the status of several activities that sprang from the recommendations and observations within the EIF report.

Overtime Costs – These costs are being tracked by the hour with cause classification data for study within the police dept. Similar tracking is being developed for the other departments to allow for inspection and analysis of the trends and causes.

Employment Costs – We are vigilant of the need to try to control these costs, as service provider labor costs are our most challenging and largest area of the budget. We will attempt to form additional labor management coalitions to track healthcare and other ongoing threats.

HealthCare Costs- Most recent police and fire negotiations resulted in movement with regards to employee contributions to both premium costs and in the form of co-pays and deductibles associated with the programs. We will attempt to form additional labor management coalitions to track healthcare and other ongoing threats. We will attempt to create better informed consumers in our employees.

Labor Contracts – Most recent police and fire contracts quite successfully used the study report to help with cultural type changes in the attitudes of the work force in arriving at fair contracts. The use of outside labor attorney(Campbell, Durrant, Beatty, Palombo & Miller) at in an advisory role in future negotiations will be advisable and necessary to create the best outcomes. AFSCME contract will be negotiated in 2013 for 01-01-2014.

Safety and Training – Improvements to safety programs are being put in place as well as investigation of additional training opportunities. Additional opportunities for state operator certifications are being investigated for implementation during the year 2013. It is our plan to train and get certified an additional three (3) plus operators from within our work force.

Outsourcing- Ongoing. Technology advances being considered for implementation will allow much more efficient operation of utility billing and tax collection offices.