

FOCUS AREAS	PRIORITIES	ACTION ITEMS
<b>Finance</b>	A. Memorialize comprehensive City agreement	1. Memorialize comprehensive agreement to include: Meter lease, police-issued tickets, employee parking permits, past city debt, RPA contribution to the City
	B. Complete financial audit of operations	1. Complete forensic audit of each line of cash flow
	C. Refinance existing debt	1. Refinance debt to lower debt service payment, reduce interest payment, and rid the need for outside guarantors
	D. Increase revenues	1. Implement "Convenience Based Pricing" Model: Event pricing based on proximity to parking for Santander Arena and Santander Performing Arts Center 2. Assess and standardize all parking rates and discounts 3. Increase fee for "No Parking" signs to allow for RPA to issue/hang all signs 4. Revise Scofflaw payment plan to increase collection rates 5. Explore extending meter times from 6:00 PM to 8:00 PM and offer on-street event parking
	E. Establish Capital Reserve Fund	1. Repurpose existing capital savings to expand diversification of RPA assets 2. Establish Capital Fund with yearly minimum deposit of \$250,000.00
<b>Public Policy</b>	A. Update by-laws	1. Complete revision of by-laws
	B. Revamp appeal process	1. Adjust appeals fee, revamp procedures to streamline and guarantee a 30 day turnaround on hearings, issue refunds within 5 days
	C. Advocate for ordinance changes	1. Update ordinances to reflect current need, demand, and pricing 2. Evaluate and expand upon comprehensive meter and street sweeping program for the city
	D. Address parking concerns identified by citizens	1. Utilize Community Action Committee as communication channel and means to build relationship with constituents 2. Develop and launch double-parking initiative 3. Institute new Citywide Parking Relief (CPR) initiative 4. Grant program to create off-street residential parking
	E. Foster intergovernmental relationships	1. Create intergovernmental cooperation agreements with Reading Area Water Authority and City of Reading Public Works to maximize savings through resource sharing
<b>Operations</b>	A. Explore and develop goal of cashless environment	1. Increase cashless revenue to 90% of transactions by 2023 2. Establish online credit card monthly billing 3. Convert to 100% no cash handling environment for all events 4. Increase cash-free metering (25% of all on street transactions will be by mobile payment in 2022; begin conversion to mobile-only parking) 5. Convert at least one parking structure to 100% mobile payment 6. Enable reservations / mobile payment in all structures
	B. Rehab and maintain parking assets in "state of good repair"	1. Implement five-year structural rehabilitation plan for all garages based on the 2016-2019 engineering survey 2. Develop annual maintenance budget
	C. Adopt "Best Practices" in operations	1. Contract with fully comprehensive enforcement management system 2. Become fully accredited parking organization (2025) 3. Evaluate/revamp entire vehicle immobilization policy to utilize tows only as a last resort 4. Reorganize and remodel office space to maximize efficiency and performance
	D. Improve Authority image in the community	1. Utilize board / staff Communication Committee to audit image and develop goals for improvement 2. Prioritize communication function and devote staffing and resources necessary to implement committee recommendations
	E. Enhance "green" initiatives	1. Conduct feasibility studies for electric vehicle charging, garage lighting efficiency, and utilizing/increasing green space
	F. Increase partnership with Reading Police Department	1. Install new LPR system and connect to police department 2. Install new comprehensive video monitoring system and connect to police department for live 24-hour monitoring
<b>Economic Development</b>	A. Establish economic development partners	1. Develop key stake holder partnerships: Business Alliance, Greater Reading Chamber Alliance, universities, developers, City of Reading 2. Be involved in economic development meetings in the city 3. Partner with city on comprehensive parking study
	B. Support countywide economic development	1. Serve as consultative partner when business and governmental entities request guidance regarding parking-related challenges
	C. Expand Reading Parking Authority's strategic opportunities	1. Acquire and manage additional parking to better serve the community's needs a. Establish a land bank for future economic and parking development b. Develop multi-use community hub in downtown Reading with parking; program events for community
	D. Address residential parking congestion throughout city	1. Develop and launch Citywide Parking Relief (CPR) initiative throughout city a. Establish strategic partnerships b. Commit \$1 million from Capital Fund to provide seed money for relief initiative c. Purchase/acquire strategic lots to develop off street parking relief d. Lease strategic parking alternatives in key areas
<b>Human Resources Development</b>	A. Adopt "Best Practices" in human resources administration	1. Revamp employee manual 2. Update Parking Enforcement Manual 3. Update and institute SOP/policies per department 4. Create Diversity and Inclusion Committee
	B. Conduct thorough review of organizational structure	1. Review job descriptions, salary ranges, reporting relationships, and job responsibilities
	C. Increase staff development opportunities	1. Implement monthly Authority-wide training 2. Offer relevant continuing education / certifications opportunities to employees 3. Develop employee evaluation and goal-setting process 4. Select and implement comprehensive HR system
	D. Enhance constituent experience	1. Establish constituent contact and service standards to be followed in all interactions 2. Develop and administer constituent satisfaction surveys 3. Create public relations events and outreach projects such as customer appreciation days