

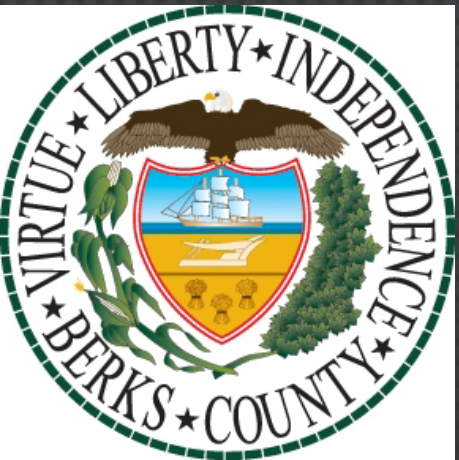
THE FUTURE • GETTING THERE!

A person is sitting on the edge of a rocky cliff, looking down at a tablet device. They are wearing a white tank top and shorts. A backpack is visible behind them. The background shows a vast, forested valley under a clear blue sky.

2026 & Beyond

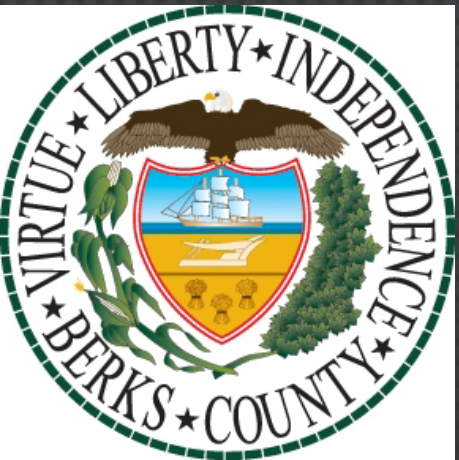


- **"THESE GOALS AND OBJECTIVES REFLECT MY LONG-TERM VISION FOR BERKS COUNTY—NOT JUST FOR 2026, BUT FOR THE NEXT DECADE. DECISIONS MUST SERVE THE FUTURE, NOT JUST THE MOMENT...."**





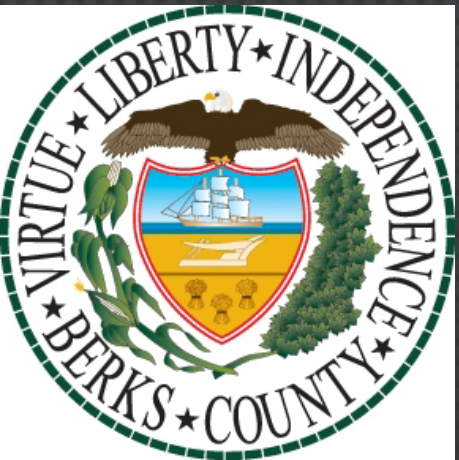
- ...MY FOCUS IS NOT SIMPLY ON TODAY, BUT RATHER WHAT LEGACY I LEAVE FOR THE TAXPAYERS AND LEADERS WHO WILL FOLLOW."



- — COMMISSIONER CHRISTIAN Y LEINBACH

INTRODUCTION

GOALS & OBJECTIVES FOR 2026



"MY VISION FOR BERKS COUNTY IS TO SERVE WITH INTEGRITY, COURAGE, AND HUMILITY—HONORING GOD AND MY OATH TO THE CONSTITUTIONS OF THE UNITED STATES AND PENNSYLVANIA."

OUR DAILY WORK TELLS A STORY...HERE IS MY PRELUDE TO THE STORY THAT WILL BE WRITTEN IN 2026

• HOW DID WE DO IN 2025?



REVIEW

- TOPLINE OBJECTIVES FOR 2025

- #1 FISCAL RESPONSIBILITY* A-

KEEP SPENDING UNDER THE RATE OF INFLATION AND BERKS FISCALLY SOUND. MAINTAIN THE MOODY'S AAA BOND RATING. NO TAX INCREASE FOR 2026. A BUDGET TELLS A STORY.

#2 Reading Regional Airport A-

Add at least one significant aviation tenant and build at least two new hangars. Long-term goal to make RDG into the #1 General Aviation airport in Pennsylvania

- #3 PASSENGER RAIL B

WORK TO RESTORE SUSTAINABLE PASSENGER RAIL SERVICE FOR READING AND BERKS COUNTY. FINISH PHASE 1 AND MOVE TO PHASE 2 OF THE FRA CIDP

REVIEW

- TOPLINE OBJECTIVES FOR 2025

- ELECTION INTEGRITY* A

CONTINUE TO STRENGTHEN VOTER CONFIDENCE IN THE ELECTIONS PROCESS AND VOTING PROCESS HERE IN BERKS COUNTY AND PROVIDE A RELIABLE 2025 ELECTION CYCLE

- ECONOMIC DEVELOPMENT* A

CONTINUE THE IMPLEMENTATION OF THE IMAGINE BERKS ECONOMIC DEVELOPMENT STRATEGY THROUGHOUT THE COUNTY. BEGIN TO MEASURE REAL IMPACT OF THE STRATEGY

- COUNTY MANAGEMENT A

PROVIDE THE LEADERSHIP, MANAGEMENT AND VISION FOR BERKS COUNTY GOVERNMENT IN ALIGNMENT WITH COMMISSIONER'S GOALS & OBJECTIVES

PROMOTE

- TO MEET THE TOPLINE OBJECTIVES FOR 2025

- BERKS COUNTY JAIL B-

BEGIN A DISCUSSION ON THE TIMELINE FOR A NEW JAIL AND COST-EFFECTIVE OPTIONS. FOCUS ON WHO SHOULD AND SHOULD NOT BE INCARCERATED FROM A JUSTICE, TAXPAYER AND HUMAN PERSPECTIVE

- ROADS & BRIDGES B+

SUPPORT AND EXECUTE ROAD AND BRIDGE PROJECTS CRITICAL TO THE PUBLIC SAFETY AND THE ECONOMY OF BERKS COUNTY WHILE REMAINING FISCALLY RESPONSIBLE

- BERKS HEALTH STUDY C

DETERMINE WHAT IF ANY NEXT STEPS SHOULD BE TAKEN IN 2025 RELATIVE TO THE 2023 BERKS COUNTY HEALTH STUDY

• “IF EVERYTHING IS A PRIORITY THEN
NOTHING IS A PRIORITY”



• MY THREE LONG-TERM GOALS



FOCUS ON SUCCESSION PLANNING

- EST. 60% TURNOVER IN COUNTY LEADERSHIP IN THE NEXT 5-10 YEAR
- HIRE THE BEST POSSIBLE DEPT. HEADS, DEPUTIES AND STAFF
- TRAIN AND SUPPORT ALL STAFF TO BE THEIR BEST AT WHAT THEY DO



DEVELOP ROBUST AI STRAT. FOR ALL DEPTS.

- IMPLEMENT AND ENFORCE ETHICS DRIVEN AI POLICY
- IDENTIFY AND IMPLEMENT AI DRIVEN STRATEGIES TO IMPROVE BOTH INTERNAL & EXTERNAL OPERATIONS
- DEFINE CLEAR RULES THAT SECURE CRITICAL DATA AND PRIVATE INFORMATION



ESTABLISH THE BERKS HEIM FOR THE LONG- TERM

- ENSURE THE LONG-TERM FISCAL HEALTH OF THE BERKS HEIM UNDER COUNTY OWNERSHIP
- STRIVE TO BE THE BEST RATED FACILITY IN THE REGION
- FOCUS ON LONG-TERM STAFFING STABILITY



• MY 2026 GOALS



PLAN

- TO MEET THE TOPLINE OBJECTIVES FOR 2026

- #1 FISCAL RESPONSIBILITY

KEEP STRUCTURAL SPENDING UNDER THE RATE OF INFLATION AND BERKS FISCALLY SOUND. MAINTAIN THE MOODY'S AAA BOND RATING. NO TAX INCREASE FOR 2027.
A BUDGET TELLS A STORY.

#2 Reading Regional Airport

Add at least one significant aviation tenant and build at least two new hangars. Long-term goal to make RDG into the #1 General Aviation airport in Pennsylvania

- #3 PASSENGER RAIL

WORK TO RESTORE SUSTAINABLE PASSENGER RAIL SERVICE FOR READING AND BERKS COUNTY. START STEP 2 OF THE FRA CIDP AND ADDRESS UP/NFS ACQUISITION

PREPARE

- TO MEET THE TOPLINE OBJECTIVES FOR 2026

• COUNTY MANAGEMENT

FOCUS ON SUCCESSION PLANNING FOR DEPTS. WORK WITH IS TO DEVELOP AI POLICY AND IMPLEMENT AI TOOLS TO PROVIDE EFFICIENCY, SAVINGS & IMPROVED CONSTITUENT INTERFACE

• ELECTION INTEGRITY

CONTINUE TO STRENGTHEN VOTER CONFIDENCE IN THE ELECTIONS PROCESS AND VOTING PROCESS HERE IN BERKS COUNTY AND PROVIDE A RELIABLE 2026 ELECTION CYCLE

• ECONOMIC DEVELOPMENT

CONTINUE THE IMPLEMENTATION THE IMAGINE BERKS ECONOMIC DEVELOPMENT STRATEGY THROUGHOUT THE COUNTY. CONTINUE TO MEASURE REAL IMPACT OF THE STRATEGY

PROMOTE

- TO MEET THE TOPLINE OBJECTIVES FOR 2026

- BERKS HEIM

SECURE THE LONG-TERM VIABILITY OF BERKS HEIM AS THE CORNERSTONE OF LONG-TERM MEDICAID CARE IN BERKS. FOCUS ON STAFFING, ACCESSIBILITY OF CARE, CONTINUED FISCAL STABILITY

- CRIMINAL JUSTICE REFORM

ESTABLISH REGIONAL YDC/YS W/ PARTNERING COUNTIES
MAINTAIN JAIL FACILITY
FOCUS ON EVIDENCE BASED PROGRAMING. SEEKING ALTERNATIVES TO INCARCINATION FOR NON-VIOLENT OFFENDERS

- AMERICA250PA BERKS

CELEBRATE 250 YEARS OF THE UNITED STATES DECLARATION OF INDEPENDENCE HERE IN BERKS COUNTY

- *THESE ARE THE KEY OBJECTIVES BUT THERE ARE OTHER PROJECTS AND ISSUES WE ARE AND WILL ADDRESS.*



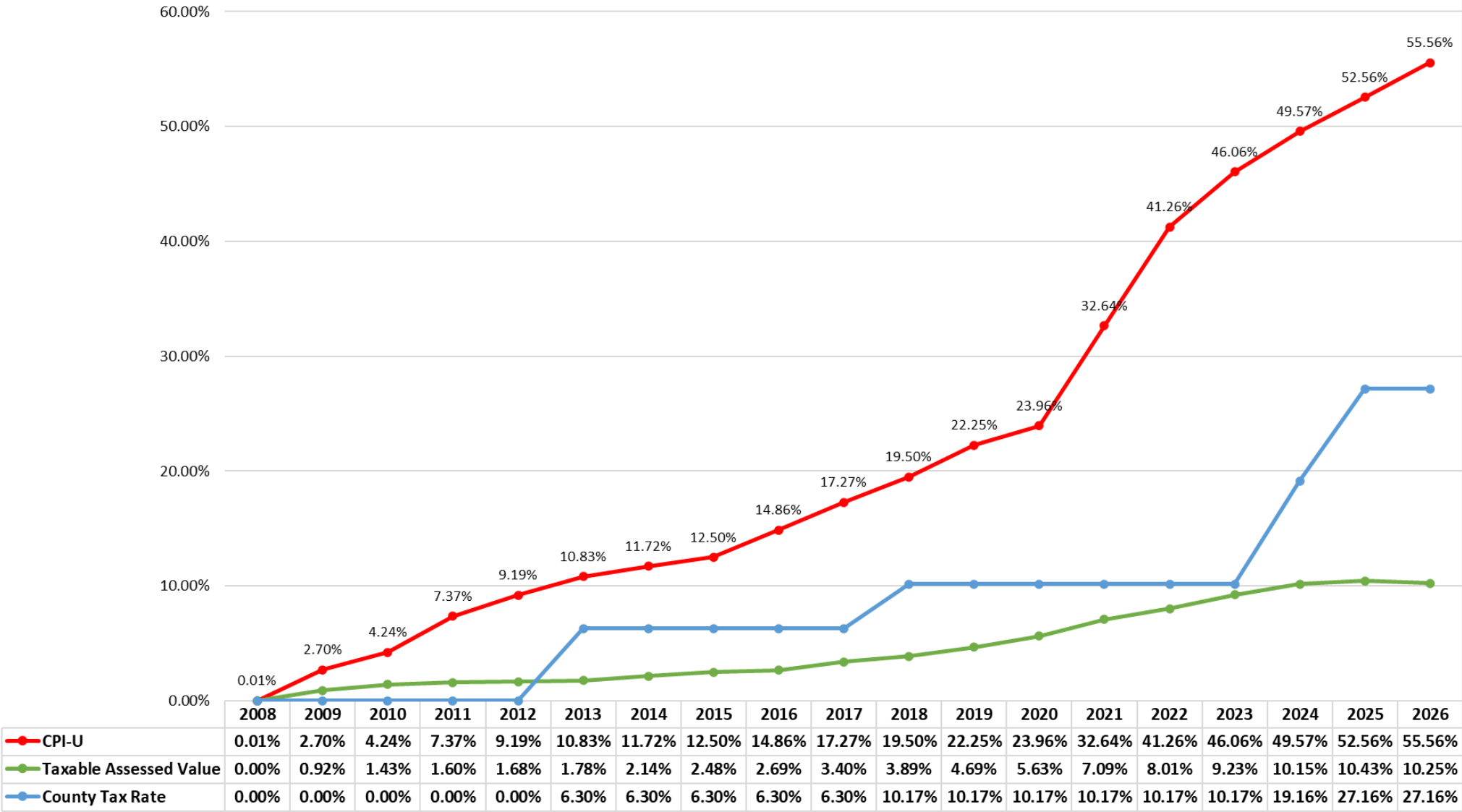
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FISCAL RESPONSIBILITY

Jan. 2008 – Nov. 2025 **CPI 53.55%** - County
Spending increased **27.1%** (through 2026)

- EMPLOYMENT – 2008 – **2591** DEC. 2024 – **2177** DEC. 2025 **2087**
 - MAINTAIN AAA MOODY'S BOND RATING
- SAVINGS & EFFICIENCY TEAM (SET) – CHAIRED BY COMMISSIONER RIVERA
- *“OUR GOAL EACH YEAR IS NO TAX INCREASE FOR THE FOLLOWING YEAR”*
 - [HTTPS://WWW.BLS.GOV/DATA/INFLATION_CALCULATOR.HTM](https://www.bls.gov/data/inflation_calculator.htm)

Cumulative CPI-U vs. Taxable Assessed Tax Growth vs. Tax Rate Growth



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FISCAL RESPONSIBILITY

- 1995-2008

- 3 TAX INCREASES **39.9%** **18.2%** & **33.9%** = **92%**
- INFLATION DURING THE SAME PERIOD **39.87%**

- 2008-2026

- 4 TAX INCREASES **6.3%** **3.9%** & **8.9%** + **8%** = **27.1%**
- INFLATION DURING THE SAME PERIOD **53.55%** THRU **NOV. 2025**

READING REGIONAL AIRPORT MAKING THE RRA THE #1 GENERAL AVIATION AIRPORT IN PENNSYLVANIA

- CONTINUE FINANCIAL GROWTH OF  FBO BUSINESS IN 2026
 - BUILD ADDITIONAL HANGAR SPACE IN 2026
 - SIGN AT LEAST ONE NEW AVIATION TENANT IN 2026
 - CONTINUE TO WORK ON OPTIONS FOR COMMERCIAL FLIGHTS
- CONTINUE GROWING NON-AVIATION DEVELOPMENT “OUTSIDE THE FENCE”



PASSENGER RAIL

CONNECTING BERKS COUNTY TO THE WORLD

- ENGAGE IN THE UNION PACIFIC ACQUISITION OF NFS
- BEGIN STEP 2 OF THE FRA CORRIDOR ID PROGRAM
- WORK WITH READING & GRCA TO FINALIZE TOD
- DETERMINE NEXT STEPS RE: FRANKLIN STREET STATION
 - FURTHER ENGAGE WITH AMTRAK



COUNTY MANAGEMENT

OUR LEADERSHIP TEAM IS OUR KEY TO SUCCESS

- FISCAL FOCUS IS JOB#1
 - FOCUS ON SUCCESSION PLANNING FOR DEPTS
- WORK WITH IS TO DEVELOP AI POLICY AND IMPLEMENT AI TOOLS TO PROVIDE EFFICIENCY, SAVINGS & IMPROVED CONSTITUENT INTERFACE
 - CONTINUED FOCUS ON TRAINING & RETENTION FOR COUNTY TEAM
- WORK TO IDENTIFY ALL STATE AND FEDERAL FUNDING THAT CAN HELP LIMIT FINANCIAL IMPACT ON COUNTY PROPERTY TAXES



ELECTION INTEGRITY

CONTINUE BUILDING TRUST IN THE PROCESS

- **CONTINUE TO STRENGTHEN STAFF TRAINING**
 - **UPDATING ELECTION POLICIES**
 - **CONTINUED FOCUS ON ELECTION SECURITY & INTEGRITY**
 - **ENHANCING TRAINING FOR ELECTION DAY POLL WORKERS**
- **PUSH FOR LEGISLATIVE CHANGES – *VOTER ID – CANVASSING – MAIL-IN APPLICATION DEADLINE – DATE & SIGNATURES ON BALLOT ENVELOPES***



ECONOMIC DEVELOPMENT

Imagine Berks - GRCA – RRAA – SRPRA – BCRDA - BCIDA

- **CONTINUE OUR STRONG PARTNERSHIP WITH GRCA**
 - **JOB RETENTION**
 - **EXISTING BUSINESS GROWTH**
 - **NEW BUSINESS & NEW JOB ATTRACTION**
- **CONTINUE EFFORTS WITH BERKS DEPT. OF AG ECONOMIC STRATEGY**



BERKS HEIM

5 STAR SERVICE AND AFFORDABLE CARE

- **FOCUS ON THE LONG-TERM FISCAL STRENGTH OF THE HEIM**
- **STRIVE TO BE THE BEST PUBLIC LONG-TERM CARE FACILITY IN THE REGION**
- **ATTRACT AND RETAIN QUALITY HEALTHCARE WORKERS AND STAFF**
- **INCREASE THE OCCUPANCY RATE BY AT LEAST 15% IN 2026**



CRIMINAL JUSTICE

PROVEN PROGRAMING TO CHANGE LIVES

- FINALIZE AGREEMENTS TO ESTABLISH A REGIONAL YOUTH SHELTER & DETENTION CENTER WITH PARTNERING COUNTIES AND BEGIN RENOVATIONS IN 2026
 - FOCUS ON EVIDENCE-BASED RESTORATIVE PROGRAMING
 - PROPERLY MAINTAIN BERKS COUNTY JAIL
- CONTINUE TO WORK WITH DA & COURTS FOR ALTERNATIVES TO WORK RELEASE
 - SEEKING ALTERNATIVES FOR CLASS C & D MENTALLY ILL INMATES



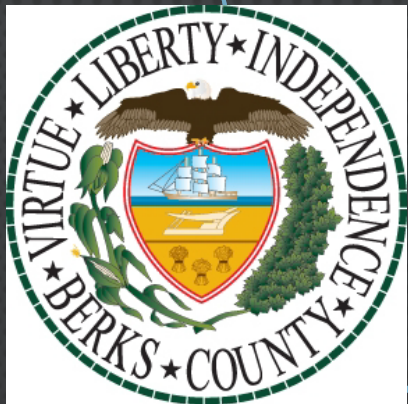
AMERICA250PA BERKS

250 Years of the Declaration of Independence

- **SERIES OF CO-BRANDED AMERICA250PA BERKS EVENTS**
 - **CAPPED OFF WITH TWO MAIN EVENTS**
 - **STAR SPANGLED SPECTACULAR / JULY 4TH AT THE BERKS COUNTY FAIRGROUNDS**
 - **BERKS COUNTY LIBERTY BELL CELEBRATION / JULY 8TH BCS**
- **REINFORCING THAT ALL PEOPLE ARE CREATED EQUAL AND ARE ENDOWED BY THEIR CREATOR WITH CERTAIN UNALIENABLE RIGHTS...LIFE — LIBERTY — THE PURSUIT OF HAPPINESS**

- *“IN THE END, SUCCESS COMES DOWN TO THE TEAM AND NOT A SINGLE PLAYER.”*





THANK YOU

