

LPA's Charge

The Lancaster Parking Authority was established for the planning, direction, acquisition, construction, maintenance and operation of parking facilities. The LPA is also charged to research parking problems, supervise, operate and administer an efficient coordinated system of off-street and on-street parking operations.

LPA Facts

- Have 3,448 garage spaces and 192 surface lot reserved spaces for a total of 3,640 spaces.
- Have 916 metered spaces on streets throughout the City; 633 are in the Downtown Investment District (DID) and 283 outside of the DID.
- Have 901,311 entries (trips into parking garages) per year.
- 160 companies account for 2,130 parking patrons or 59% of the available spaces.
- Of the 3,640 spaces, LPA has 530 spaces available for transients on a regular work day.

LPA's Collaborator Roles and Responsibilities

As a collaborator, LPA is accessible, inclusive, and serves as a consultant and parking subject-matter expert.

1. Initiate or willingly engage in critical economic development discussions.
2. Conduct thorough and unbiased assessments of prospective projects from a parking perspective.
3. Share its parking and design development expertise.
4. Embrace unique, alternative opportunities in which LPA may participate.
5. Leverage its assets to assist in bringing a project to reality when appropriate and possible.
6. Seek out and identify other sources of capital and revenues for a desired project.

Focus on our Customers and Stakeholders

This strategic plan evolved over a four month process and included stakeholder input, key informant interviews, and hours of dialogue. It became clear that for us to be successful we needed to commit to improving our customer's experience.

Parking is so much more than our physical assets -- garages, meters, or surface lots. In an urban environment, like Lancaster City, that is a centralized hub for government, business, tourism, entertainment, and the arts, safe, convenient, and affordable parking is imperative.

Our desire is to go beyond these expectations. By employing our marketing and communications strategies combined with the development of a customer-centric culture, we want to become your prioritized first choice for meeting your parking needs.



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Lancaster Parking Authority

Strategic Plan 2010-2012



Mission

To provide high quality parking resources and related services, as a community partner.



www.lancasterparkingauthority.com

Message from the Board

"The only limit to our realization of tomorrow will be our doubts of today. Let us move forward with strong and active faith."

-- Franklin Delano Roosevelt

The Board of Directors of the Lancaster Parking Authority (LPA) has been entrusted with one of Lancaster City's most visible and vital assets. Inherent in that trust is an expectation that LPA will remain committed to the provision of high quality parking resources and services in a manner that assures public safety, customer focus, community involvement, operational efficiency, and financial viability.

According to our charter, the Lancaster Parking Authority must remain financially independent. The LPA is not supported by the City or County of Lancaster. As a result, we, like any other business, must fully understand the opportunities and challenges that will be presented to us in the future. Our strategic plan, which is outlined in this document, will serve as our road map as we navigate through an environment of changing technology, economic uncertainty, escalating customer expectation, and increased competition.

There is no doubt that there are challenges ahead for our country, our county, and our city. As the appointed members of the Board of Directors, we want to impress upon you that we are confident that, after you have read this plan, you will be

convinced that the Lancaster Parking Authority wants to be an engaged collaborator willing to share our parking expertise in support of the economic vitality of our city and its many neighborhoods. By embracing this strategic vision, we can move forward with a strong and active faith that we can succeed.



Strategic Plan: 2010 – 2012

Core Purpose: Contribute to community and customers through our assets, knowledge, and commitment.

STRATEGIC FOCUS AREAS	STRATEGIC PRIORITIES	SUCCESS INDICATORS
<p>Customer Centric Culture</p>	<ul style="list-style-type: none"> A. Determine LPA's value proposition. B. Develop a standard for the customer experience. C. Create a business plan identifying customer profiles, market penetration, etc. D. Integrate the customer's voice into LPA's operations. E. Identify and integrate customer-centric culture characteristics. 	<ul style="list-style-type: none"> 1. LPA has identified, articulated and shared its value proposition with its customers and stakeholders. 2. Every major LPA decision that directly or indirectly affects the customer includes the customer's voice/perspective. 3. LPA's customer satisfaction surveys show a continual upward customer satisfaction trend. 4. Employees are consistently delivering on LPA's customer standards and demonstrating their understanding and support of the culture. 5. LPA has developed a reputation of being respectful of and responsive to its business clients. 6. Customer retention maintained at 90% over the three-year strategic plan.
<p>Facilities and Infrastructure</p> <p>The intent is to leverage LPA's assets for the best, highest use to better serve and meet the needs of communities and business and/or increase revenues.</p>	<ul style="list-style-type: none"> A. Leverage existing parking assets. B. Enhance and improve security in the garages. C. Create <i>Capital Garage Upgrade & Replacement Plan</i>. D. Explore opportunities to expand LPA's asset inventory. E. Implement technology that increases efficiency, enhances cost effectiveness, and maximizes the customer experience. 	<ul style="list-style-type: none"> 1. Can point to an increase in revenues over the three-year plan resulting from leveraging LPA assets. 2. Our parking assets are being used in diverse ways (e.g. fire training, weddings, special events, etc.). 3. Reviewed select parking areas (e.g., Cherry Street lots and Queen Street at Kepler Building) and determined how to best leverage and/or redevelop each asset. 4. LPA's risk management is improved. 5. LPA has established and met specific security procedures and initiatives according to common industry standards. 6. Established security procedures and policies are in place, updated and maintained. 7. LPA is making intentional strategic decisions based on the completed <i>Capital Garage Update & Replacement Plan</i>. 8. Have established a researched list of "shovel ready" projects for expanding LPA's asset inventory that can be acted upon with dispatch. 9. LPA's market share has increased from 79% to 89% by 2014. 10. <i>Technology Plan</i> deadlines are met 90% of the time and the <i>Plan</i> is considered when critical decisions are made.
<p>Support City's Economic Vitality</p>	<ul style="list-style-type: none"> A. Establish LPA as a parking expert and resource throughout the City and County. B. Position LPA as a strategic partner. C. Serve as a resource/consultant to developers. D. Look for opportunities to support City growth and tourism that are congruent with LPA's established collaborator roles and responsibilities. E. Provide supply/demand parking analysis. 	<ul style="list-style-type: none"> 1. Key relationships with economic development professionals in the city have been identified, established, and are leveraged. 2. LPA is represented on select, desired city and county Boards, Commissions, and Councils. 3. LPA is included at the beginning of appropriate city development or re-development project. 4. Update parking study to address supply/demand of parking. 5. Parking is viewed as a solvable opportunity. 6. LPA is seen as a critical economic development partner.
<p>Marketing and Communications</p>	<ul style="list-style-type: none"> A. Develop a brand and apply it consistently in marketing materials. B. Develop relationships and be accessible to the City's neighborhoods. C. Improve and increase electronic outreach and networking (e.g. website, electronic newsletters, alerts, etc.). D. View our physical assets as a communication tool. E. Facilitate customer communications and contacts. F. Educate critical stakeholders on the LPA. 	<ul style="list-style-type: none"> 1. A brand identity is developed and consistently used and recognized. 2. Targeted city neighborhoods are provided information as to where and how LPA can add value. 3. Ensure diverse electronic media is populated, used, and managed including website and social media (e.g., Facebook and Twitter). 4. The number of website hits, pages viewed, and time on LPA's website shows a steady marked increase over three years. 5. Communication and marketing elements are integrated into all daily operations and strategic decisions. 6. There is a significant increase in measurable customer communications. 7. LPA is assessing quarterly how it incorporates customer input and feedback into operational and strategic decisions. 8. LPA's physical assets are considered as part of every communication plan or messaging component.
<p>Operations</p>	<ul style="list-style-type: none"> A. Develop a succession plan. B. Institute metrics management. C. Develop staff. D. Research the possibility of providing management services. 	<ul style="list-style-type: none"> 1. Quality and other measures are in place for select strategic plan success indicators. 2. All staff members are held accountable for establishing and meeting professional development goals annually. 3. Develop a feasibility study to address the possibility of providing management services. 4. Transition successfully to a new Executive Director within an agreed upon timeframe. 5. Roles for Board, staff, consultants and volunteers are clarified and understood. 6. LPA has assessed its organizational readiness and addressed areas critical to the successful execution of the strategic plan.