

Strategic Plan: 2015-2017

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

STRATEGIC FOCUS AREAS	STRATEGIC PRIORITIES	ACTION STEPS
<p>Plan for Financial Growth</p> <p>Success Indicators:</p> <ul style="list-style-type: none"> Debt capacity increases by \$15 M over 3 years Capital reserves increase by 10% over 3 years 	<p>A. Analyze current and future parking inventory needs.</p> <p>B. Identify and plan for technology upgrades.</p> <p>C. Engage in financial analysis to: 1) determine ability to expand parking space capacity and 2) to determine enforcement viability; analysis will look at rate increases at regular intervals; capital needs (e.g. new facilities for LPA staff, enforcement); debt management.</p>	<p>A. LPA develops white paper demonstrating need for additional inventory in line with current economic development</p> <p>B. Needed technology updates are implemented resulting in increased customer convenience and improved financial and operational metrics</p> <p>C. Financial analysis results in accurate information that can be used by the board to engage in public conversation.</p>
<p>Influence Public Policy</p> <p>Success Indicator:</p> <p>Avoid public policy that would negatively impact LPA financially by more than 5%</p>	<p>A. Identify and examine parking-related ordinances, working to update as needed.</p> <p>B. Seek purposeful representation of LPA board and staff in key decision-making groups.</p> <p>C. Educate customers and key stakeholder groups about parking-related policies and activities.</p>	<p>A. LPA evaluates parking-related local and state laws and ordinances and recommends updates and revisions as needed</p> <p>B. LPA influences and participates in at least 75% of the projects in the Central Business District.</p> <p>C. Customer and key stakeholder buy-in increases as indicated through the bi-annual customer satisfaction survey.</p>
<p>Expand LPA's Strategic Engagement</p> <p>Success Indicator:</p> <p># of new opportunities for management, advising and consulting services inside and outside the city increases year over year</p>	<p>A. Analyze parking enforcement as a potential future program for LPA.</p> <p>B. Market LPA as <u>County's</u> Parking Authority with a focus on increase consulting and management services to localities <i>inside</i> and outside Lancaster City.</p>	<p>A. Analysis of enforcement results in a report that includes an analysis of physical space, increased personnel and financial implications. If viable, plan for taking over enforcement is created and implemented.</p> <p>B. LPA board and staff work collaboratively to ensure LPA is included in planning conversations in both city and county development efforts.</p>
<p>Enhance Organizational Efficiency</p> <p>Success Indicator:</p> <p>Achieve 80% of standards defined in parking accreditation process</p>	<p>A. Formalize operational structure for parking, consulting and enforcement.</p> <p>B. Implement additional safety features in existing and new facilities; implement Safety Committee</p> <p>C. Determine benefits of parking accreditation to LPA's development and appeal to future employees and customers.</p>	<p>A. Policies and procedures are formally documented for all LPA operations.</p> <p>B. Number of incidents involving customers decrease year over year; # of incidents involving employees decrease year over year</p> <p>C. Engage parking accreditation by 2017.</p>
<p>Assure LPA's Continuity</p> <p>Success Indicator:</p> <p>80% of management staff know how to implement emergency, continuity, contingency and success plans.</p>	<p>A. Adapt city leadership changes and plan for board leadership changes ensuring continuity of LPAs strategic relationships and initiatives.</p> <p>B. Develop emergency, continuity and contingency plans.</p> <p>C. Develop a formal succession plan for all LPA leadership positions.</p> <p>D. Implement staff training and development plan to support leadership development at all levels.</p> <p>E. Plan for board development and future leadership needs</p>	<p>A. Strategic and financial goals are met through all leadership changes</p> <p>B. LPA's emergency, continuity, and contingency plans are formally documented.</p> <p>C. Leadership succession plan is officially documented.</p> <p>D. Staff participates in professional development and training</p> <p>E. Board succession plan is formally documented</p>