

# Strategic Plan: 2018-2021

*Mission: Support the livability, growth and development of the city for the benefit of residents, businesses and visitors.*

STRATEGIC FOCUS AREAS	STRATEGIC PRIORITIES	ACTION STEPS
<p><b>Communications &amp; Hospitality</b></p> <p><b>Success Indicators:</b></p> <ul style="list-style-type: none"> <li>Public Support &amp; Approval of New Inventory</li> <li>Maintain 90% Or Better Customer Satisfaction Rating for Garage Operations.</li> <li># Of Enforcement Tickets Decrease By 5% Per Year.</li> </ul>	<p>A. Customer understanding of parking supply &amp; demand.</p> <p>B. Build a strong positive image in the community.</p> <p>C. Establish “Best Practices” in Garage Operations.</p>	<p>A. Educate the public via parking study and community outreach initiatives.</p> <p>B. Complete IPI APO Process to obtain industry accredited certification.</p> <p>C. Develop a Communications Plan.</p> <p>D. Explore complaint tracking systems to enhance metrics reporting for customer service.</p> <p>E. Explore technology enhancements to positively impact operations and customer experience.</p>
<p><b>Long-Term Planning</b></p> <p><b>Success Indicators:</b></p> <ul style="list-style-type: none"> <li>Establish Emergency, Continuity &amp; Contingency Plan.</li> <li>Establish Pricing Philosophy &amp; Strategy.</li> </ul>	<p>A. Engage in long-term financial planning.</p> <p>B. Plan for current and future capital needs.</p> <p>C. Prepare for an emergency impacting LPA.</p>	<p>A. Complete written documentation of the emergency, continuity &amp; contingency plan. Train staff and test plan.</p> <p>B. Create a rolling 6-year financial projection with annual updates.</p> <p>C. Analyze garage, on-street and parking fine revenue streams and provide recommendations for pricing philosophy and strategy.</p> <p>D. Develop 6-year capital spending plan for major repairs, enhancements and capacity expansion.</p>
<p><b>Human Resources Development</b></p> <p><b>Success Indicators:</b></p> <ul style="list-style-type: none"> <li>Decrease the # of Safety Incidents by 5% Per Year.</li> <li>Turnover Rate is at or Below US Bureau of Labor Statistics Annual Rate.</li> <li>100% of Employees Have a Training &amp; Development Plan.</li> </ul>	<p>A. Create a comprehensive safety program.</p> <p>B. Create a comprehensive training and development program.</p>	<p>A. Establish a Process for Training and Development Plans.</p> <p>B. Establish a Safety Committee.</p> <p>C. Perform a Safety Audit.</p> <p>D. Establish and Document a Safety Program.</p> <p>E. Develop an Employee Retention Management Plan.</p>
<p><b>Strategic Engagement</b></p> <p><b>Success Indicators:</b></p> <ul style="list-style-type: none"> <li>Complete parking supply/demand study.</li> <li>LPA involved in initiatives that promote efficient and environmentally responsible use of natural resources.</li> </ul>	<p>A. Collaborate with city and county planning partners.</p> <p>B. Support parking alternatives within the context of urban planning.</p> <p>C. Partner on environmentally-friendly initiatives that enhance LPA facilities.</p> <p>D. Validate current parking supply and demand for city wide planning.</p>	<p>A. Analyze and implement appropriate recommendations from parking study report.</p> <p>B. Implement environmentally-friendly initiatives.</p> <p>C. Partner with City and County on trip reduction strategies.</p>