



STRATEGIC PLAN 2022-2025

MISSION		<i>Support the livability, growth, and development of the City for the benefit of residents, businesses, and visitors.</i>	
Strategic Focus	Strategic Priorities	Action Steps	
Customer Service			
<p>Key Performance Indicators:</p> <ol style="list-style-type: none"> Maintain 90% or Better Customer Satisfaction Rating for Garage Operations Decrease Number of Enforcement Tickets By 5% Per Year Increase Online Permits by 20% from 50% to 70% Over Three Years 	<ul style="list-style-type: none"> Develop a communications plan to improve public understanding of parking operations Build and improve relationships by making improvements to equipment and sharing information with a focus on compliance and enhanced user experience Consult with City to ensure public questions, needs, and concerns are addressed through information distribution campaign 	<ul style="list-style-type: none"> Engage communications and marketing consultant Develop a Communications Plan Improve online presence to answer public questions and share information Conduct customer survey (Survey Monkey) Quarterly newsletter Achieve Accredited Parking Organization (APO) status by 2022 for another three-year term Public outreach to individual neighborhoods through townhall-style meetings Highlight how revenues from rate increase are now used to benefit the customer Upgrade existing kiosks and add new ones; add color displays to enhance user experience Increase number of EV charging stations after consultation with City about location and need Final fabrication and installation of public artwork to cover the facade of Ewell Plaza Work with City to arrange for push notifications to public Develop incentive programs to promote online permits Partner with City on projects such as Twelve Days of Free Parking and New Year’s Eve fireworks. Use each event to promote app usage, online payments, and other pay-by-phone options 	
Long-Term Planning			
<p>Key Performance Indicators:</p> <ol style="list-style-type: none"> Complete and Ratify Emergency, Continuity & Contingency Plan by 2024 Maintain Financial Health of the Parking Authority by Increasing Operating Profit by 2% per year over the next 3 years; \$120,000 in 1st yr. Upgrade and Modernize Old Infrastructure Over the Next 3 years 	<ul style="list-style-type: none"> Safeguard all LPA systems Secure CRIZ funding for debt service payments Improve collection systems and strategically budget revenue from on-street parking rate increase Launch new parking management system in remaining garages 	<ul style="list-style-type: none"> Identify LPA essential functions and point personnel in the event of an emergency Identify LPA vulnerabilities Create response plans to address each vulnerability Identify intergovernmental resource support and LPA role/opportunities within Employ two-step verification process to secure access to LPA main server and other applications Diligently pursue grant opportunities for additional CRIZ funding Reinstate permit renewal fees Collaborate with Park Mobile to capture number of transactions missed when system is down and provide timely notice of when system is offline Assess need for Payment Card Industry (PCI) compliant and cloud-based parking management systems Select preferred parking management system for remaining garages based upon performance of new system at Christian Street Garage and evaluation of competing systems by end of 2022 	



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<p><u>Human Resources Development</u> Key Performance Indicators:</p> <ol style="list-style-type: none"> 1. Decrease the # of Safety Incidents by 5% Per Year. 2. Ensure Turnover Rate is at or Below US Bureau of Labor Statistics Annual Rate. 3. 100% of Employees Have a Training & Development Plan. 4. Pursue New Direction for Human Resources Team 	<ul style="list-style-type: none"> • Maintain certification with the Dept. of Labor and Industry to receive 5% discount on Workers' Compensation insurance • Update employee handbook to reflect current policies • Evaluate and update employee recognition programs • Maintain a comprehensive training and development program • Transition to primarily in-house Human Resources team 	<ul style="list-style-type: none"> • Conduct regular Safety Committee meetings and safety training • Encourage employee input on potential safety issues throughout LPA facilities • Perform regular safety audits • Review and update employee handbook consistent with training and development plan and any new human resource policies • Amend and reinstate employee recognition practices and programs within budgetary constraints • Promote usage of Employee Assistance Program (EAP) • Achieve certification for ChargePoint technicians for the maintenance of the LPA's own EV charging system. • Recruit in-house Human Resources Manager • Achieve SHRM certification for Director of Human Resources by end of 2022
<p><u>Strategic Engagement</u> Key Performance Indicators:</p> <ol style="list-style-type: none"> 1. Develop Alternative Revenue Streams 2. Incremental Move to 50% App-only Use for On-street Parking Within 3 Years 3. Execute New Enforcement Contract with City of Lancaster by December 31, 2022 4. Transition to More Environmentally Responsible Use of Natural Resources 	<ul style="list-style-type: none"> • Explore land lease opportunities • Explore air rights (sale or lease) • Enter partnership for garage advertising opportunity • Develop marketing program strongly advocating parking app, smartphone payment options, and online payment • Reduce number of meters from 600 to 120 within one year and replace them with kiosks within 3 years • Increase app usage from 35% (already up from 20%) to 50% within 3 years • Reduce number of kiosks by 20% within 3 years • Convert 50% of Vehicle Fleet to Fully Electric Cars Contingent Upon Newly Negotiated Enforcement Contract 	<ul style="list-style-type: none"> • Micro-apartments and other development opportunities • “Build up” existing parking structures • Implement in-garage advertising achieving alternative revenue stream and beautification • Increase number of app options • Incorporate incentive (discount) programs for app use, smartphone payment options, and online payment • Implement pilot app-only program in outlier neighborhoods with the goal of incrementally adding more app-only payment zones • Successfully negotiate new enforcement contract with City • Highlight enforcement successes for the City since 2017 • Provide financial statistics related to enforcement for the City since 2017 • Promote an agreement that contemplates all relevant resources necessary for successful enforcement • Advocate an agreement compatible with ability to make longer-term capital investments in LPA's 50% fully electric vehicle fleet.