

**Lexington & Fayette County Parking Authority
(LEXPARK) On-street Parking
Strategic Plan Outline (DRAFT)
March 2010**

The Lexington & Fayette County Parking Authority (LFCPA) is an agency, instrumentality and constituted authority of the Lexington-Fayette Urban County Government.

I. MISSION:

The Mission of the Lexington & Fayette County Parking Authority is to provide, maintain and operate adequate, high-quality, customer-focused public parking and encourage economic growth for the benefit of the residents, businesses and visitors of Lexington-Fayette County.

II. VISION:

To address the parking concerns of both citizens and the business leaders of Lexington, while striving to meet the parking demand for reasonably priced parking for residents, commuters and visitors in the Downtown Area and the surrounding neighborhoods. The LFCPA will also be founded in the principles of sound parking and transportation system management.

III. GUIDING PRINCIPLES:

We recognize that parking is a service oriented business, and as such, must follow a business model that is financially self-sustaining and founded in the economic law of supply and demand.

We will work to provide parking services quickly and efficiently, applying common sense, consistent enforcement, accountability, effective communication, and on going evaluation.

We recognize that consistent Parking Enforcement discourages illegal parking and promotes the free flow of traffic throughout the City. Enforcement of illegal parking maintains pedestrian safety; keeps fire lanes clear for emergencies, increases turn over of short term parking spaces, and keeps loading zones clear for delivery.

We realize the importance of technology and will make every effort to utilize technology where appropriate. We believe that a short term outlay of capital investment in technology will bring long term gains in the areas of customer service, revenue enhancements, input, maintenance and storage of records and audit functions.

We will improve communications at every level, especially between our residents and the Parking Authority staff and officials. Encouraging regular input from citizens and businesses on service improvements and changes, while providing an effective response mechanism for complaints and inquiries, will significantly enhance our ability to educate the public about our policies and ordinances.

We value Lexington's economic, racial and social diversity and are committed to fair and equitable treatment of all citizens. We will make every effort to embrace and maintain diversity while seeking to preserve and value our relationships with residents, businesses, visitors of Downtown Lexington.

We will value our relationship with the Lexington Downtown Development Authority, the Downtown Lexington Corporation and our Parking Authority Advisory Committee. We will strengthen and expand our relationships with them as well as such LFUCG departments as General Services, Law, Revenue, Accounting, HR, Police, Traffic Engineering and Planning, while we seek their knowledge, advice and counsel on the development of downtown and its parking needs.

We will have a clear, achievable, and well thought-out Strategic Plan that will be the blueprint for parking in Lexington for the next five years. Input from citizens representing every part of the community will be sought in the planning process.

We will support and expedite projects that improve the quality of life for residents such as adding additional parking resources, renovating existing facilities when needed and enhancing the physical appearance of the community. And, with the same vigor, we will seek to enforce all code requirements.

IV. APPROACH:

1.) Data Gathering and Analysis –

- a. Identification of current and anticipated future issues, challenges and opportunities facing the Parking Authority
- b. Maintain current Inventory of LFCPA/LFUCG on and off-street parking spaces as well as the entire downtown area and study the demand utilization of these resources
- c. Inventory and monitor parking resources in the surrounding neighborhoods
- d. Identification of trends in the Parking Industry
- e. Work with LDDA to create a description of past, present and proposed future Downtown Development
- f. Review of existing laws, ordinances and policies

2.) Attend Workshops/Seminars to help develop and implement the strategic plan

3.) Foster Parking Authority Board, Advisory Committee and Public Input

4.) Final Report - Integrate the resources above to produce final strategic plan document. In the course of completing the final draft, priorities, schedules, and implementation responsibilities for each of the action plans should be developed and included in the strategic plan. On an annual basis incorporate the annual financial report into this document.

5.) Ongoing Strategic Planning – While this is a five year plan, the plan should recognize the critical importance of implementation and ongoing planning to create a successful dynamic strategic plan.

V. ACTIONS:

Goal 1- Improved Communications

***Objective:** To establish communications with downtown stakeholders, encourage better utilization of existing parking spaces by downtown employees and increase public awareness of available downtown parking locations. Publicize rates, rules and availability of parking options.*

A. Maintain and update a robust web site to be used for communicating information such as Parking Authority contact information, parking inventory and locations, maps, rates, rules, FAQ's etc., with applications for customers to report damage, pay a citation, to appeal a citation etc. Add customer service features which will enhance the website and the image of LFCPA:

Measurement: We will be able to measure and monitor the effectiveness by tracking the usage (number of unique hits per month) and tracking feedback or questions from the users, implement a visitor's scorecard (survey) which would rate the effectiveness of the site.

Priority: Medium/High

Implementation: Ongoing

B. Prepare and implement press releases & media marketing campaigns, on any new improvements or changes to the parking program making sure to utilize as many forms of the media as possible to insure coverage to all parts of Lexington. Utilize GTV3 as much as possible and continue to work with LDDA and DLC on the "Only Downtown" show:

Measurement: We will be able to measure the effectiveness from public/user comments. We can also track the number of press releases written and the number published as well as PSA's ran. Keep track of public speaking engagements.

Priority: Medium/High

Implementation: Ongoing – As needed

C. Utilize existing resources such as various newsletters including the use of DLC's e-news letter "Monday Matters" which has over 2,000 subscribers. The ongoing newsletter campaign would be used to inexpensively and effectively reach the target users with information about the program and changes as they occur. Consider joining Commerce Lexington and participating in their member newsletters:

Measurement: Track number of newsletter spots written. We will also be able to measure the effectiveness from public/user comments.

Priority: Medium

Implementation: Ongoing – As needed

D. Continue using the LEXPARK logo on all communications. Maintain consistent and recognizable "branding". Work with LFUCG to design and budget for garage signage using the LEXPARK logo:

Measurement: Establish a baseline of public knowledge about City owned facilities and their locations and then repeat the survey one year later to measure the knowledge base. Public/user comments will also help us measure the effectiveness.

Priority: Medium

Implementation: 6-9 Months

Goal 2 – Explore Financing Options

Objective: *Maintain a comprehensive management program for existing facilities and services that will better utilize the current inventory as well as budget and plan for ways to develop and finance new parking facilities and equipment upgrades and to determine the most appropriate methods for financing the development and operation of the downtown on and off-street parking program*

A. Develop an Operating Budget with reasonable and attainable goals and well thought out expectations. The Operational Budget should include a five year capital plan as well as be a “0” based budget:

Measurement: Budget should be completed on time per the LFUCG budget time line. We will be able to measure the effectiveness by monitoring variance reports and monthly management reports during the budget cycle.

Priority: High

Implementation: Annually

B. Research the need for additional parking facilities in the Downtown Lexington area:

Measurement: We will be able to measure the effectiveness of our study, by developer and local business input as well as possibly hiring an outside consultant. Measure the effectiveness of the outcome of the parking study based on implementation and possible consultant recommendations.

Priority: Medium

Implementation: 2-6 Months - Ongoing

C. Collect information regarding financing of new facilities including bonding and grant opportunities:

Measurement: We will be able to measure the effectiveness by the quality of information gathered and finance options obtained. Utilize best practices from other cities.

Priority: Medium

Implementation: 6-12 Months - Ongoing

Goal 3 – Maximize On-street parking

Objective: *To maximize the efficiency and quality of on-street parking, preserving the most convenient and proximate parking spaces for short-term parking patrons, presumably retail parking patrons, while encouraging long-term parking patrons, presumably office and retail employees, to park in spaces that are less proximate to their destinations. Build on the existing Residential Permit Parking program*

A. On an annual basis, physically walk and document the on-street meter, space and signage inventory and establish accurate records of ADA parking, Loading Zones, Reserved Spaces, Meters & posts needing replacement and potential spaces that could be converted to metered spaces:

Measurement: We will be able to measure the effectiveness by reviewing meter/post inventory sheets for accuracy and updated GIS mapping as well as the physical number of operational on street metered spaces.

Priority: High

Implementation: Annually

B. Maintain consistent on-street enforcement: Using state of the art electronic citation writing hand held units as well as providing appropriate transportation for LEXPARK Maintenance and the Outriders (Parking Control Officers). Consistent enforcement will create proper parking space utilization and turnover as well as reduce traffic congestion and “circling” around the block to search for parking. Enforcement also includes the use of towing and booting (immobilization) of vehicles in violation of LFUCG Ordinances. Work with LFUCG Police on enforcement in neighborhoods outside our normal areas of operation as well as after-hours enforcement. Work with LFUCG to create a better “street sweeping” program as it relates to parking enforcement and the need for vehicles to be removed prior to street sweeping.

Priority: High

Implementation: Ongoing (3 – 6 months on sweeping improvements)

C. Attempt to collect outstanding citations by enhancing our collections efforts by engaging a 3rd party for collections. Continue mailing 1st and 2nd delinquent notices as well as utilizing booting as a policy which assists in collections.

Measurement: Document and monitor the amount of outstanding tickets and debt before and after the any enhanced collection processes are added.

Priority: High

Implementation: 2-6 Months

D. Further develop and market the LEXPARK SMARTCARD program to promote the use of the meters as well as provide an alternative payment method for our customers:

Measurement: Document the number of SMARTCARD purchases following marketing plans and public outreach. Gather public input on the acceptance of SMARTCARDS

Priority: Medium/High

Implementation: Ongoing

E. Implement a “Pay by Phone” program to promote parking and provide for another alternative payment method as well as better customer service. Prior to implementing such a program all the meter posts need to be renumbered in such a way to enhance the accuracy and functionality of the Pay by Phone program:

Measurement: Document and monitor the amount of Pay by Phone accounts that are set up and the actual usages of Pay by Phone on a monthly basis. Gather public input on the acceptance of Pay by Phone.

Priority: Medium

Implementation: 2-6 Months

F. Enhance the Residential Permit Parking Program and provide better service to and monitoring of the residential parking areas: Enhancing also includes a thorough evaluation of the RPPP ordinance and make suggestions regarding any changes to the ordinance to be brought before the City Council for approval. Research other cities for best practices and bench marking.

Measurement: Document number of complaints and tickets before enforcement improvements verses after we implement the management contract. We will be able to measure the effectiveness from public/resident comments.

Priority: Medium

Implementation: 3-6 Months

G. Establish and or implement parking standards that are currently lacking: (Consistent Signage & Curb Markings with clear, standardized coloring.) Verify if there are written standards with Traffic Engineering. Clarify financial and operational responsibilities between T.E. and LF CPA.

Measurement: We will be able to measure the effectiveness by monitoring the citation disputes before implementation verses after implementation of better and consistent signage and curb markings as well as public/user comments.

Priority: Medium

Implementation: 9-12 Months

H. Implement annual rate evaluations to asses any need for rate adjustments. This rate evaluation should include meter rates in all areas of town, citation rates and escalation factors as well as boot (immobilization) rates. Rates should be compared with other local rates such as the University of Kentucky and rates at other municipalities.

Measurement: Monitor space use or availability before and after any rate adjustments. Document revenues before and after rate adjustments. We will also be able to measure the effectiveness by monitoring the public/user comments. Survey merchants regarding customer reaction.

Priority: Medium/High

Implementation: Annually

I. Implement on going time limit evaluations to assess any need for adjustments. This time limit evaluation should include meter rates in all areas of town. Time limits should be compared with other local time limits such as the University of Kentucky and limits at other municipalities.

Measurement: Monitor space use or availability before and after any time limit adjustments. Document revenues before and after time limit adjustments. We will also be able to measure the effectiveness by monitoring the public/user comments. Survey merchants regarding customer reaction.

Priority: Medium

Implementation: Annually

Goal 4 – Coordinate with Off-street parking

(LF CPA does not own or operate of any Off-street parking as of January 2010)

Objective: *To assist and or work with the LFUCG to operate and maintain the off-street parking facilities in a professional manner so as to complement the community and it's growth as well as emphasize a high level of customer service. To maximize off-street parking options for downtown visitors, businesses, and residents.*

A. Promote alternative means of transportation through relationships, communication and cooperation with LexTran and other mass transit providers, Congestion Management Committee (CMC) of the Metropolitan Planning Organization (MPO), the Lexington Mobility office, as well as bicycle and pedestrian advocacy groups:

Measurement: We will be able to measure the effectiveness by monitoring usage of various programs and through public/user comments before and after LF CPA involvement.

Priority: Medium

Implementation: Ongoing

B. Support and work with the LexTran Trolley and look for ways to expand its service to “Park and Ride” locations:

Measurement: We will be able to measure the effectiveness by monitoring usage of the Trolley system and through public/user comments.

Priority: Medium

Implementation: Ongoing

Goal 5 - Thorough Budgeting

Objective: *Implement a budgeting process that utilizes past trends and considers future goals along with current and projected expenses to complete a budget that is reasonable and attainable. Budgeting process should utilize a "0" based budget approach which includes detailed line item descriptions as to what exactly is included in each budget category. EXAMPLE: Travel \$11,000 = \$1,900 for Executive Director (ED) and Administrative Specialist (AS) to attend MSTPA conference in March, \$5,700 for ED, AS and 1 board member to attend the IPI annual conference and trade show in May, \$3,400 for ED and AS to attend annual T2 conference in November. Also, include a five year capital plan with the budget.*

A. Maintain a budget committee from the board members and possibly from the advisory committee:

Measurement: We will be able to measure the effectiveness by meeting deadlines for budget preparation and variance reports during the budget cycle.

Priority: High

Implementation: Annually – Ongoing

B. Budget will be ready for Board approval during the April board meeting:

Goal 6 – A Five Year Plan

Objective: *Implement a five year plan that would take the Parking Authority beyond its "start up" phase and out five years.*

A. Create a plan that would include enhancements necessary to better serve the community and visitors during the World Equestrian Games and beyond:

B. Consider such amenities as Way Finding signage, Streetscape issues, Shuttle Programs, Credit Card Payment Abilities, Customer Service Enhancements:

C. Maintain involvement with Tax Increment Financing (TIF) opportunities within the community as it pertains to any possible development of parking facilities:

D. Gather information on designing and constructing appropriate parking facilities for the needs of our community. Be prepared to direct this process with any new facility and be ready to take over the operations of any new parking facility:

E. Be prepared to take over the management of any of the current LFUCG parking facilities if called upon to do so.

F. Work with Division of Planning to create or alter parking requirements for new facilities that would better complement the modern needs of a healthy and vibrant downtown:

G. Continually evaluate equipment needed for LFUCA operations such as meters, hand held citation writers, vehicles and on-line offerings as well as software and hardware upgrades.

Measurement: We will be able to measure the effectiveness by evaluation from the public and visitors to the downtown area. Specific input can be gained on events such as the World Equestrian Games from the WEG Staff and Committee's etc. Other measurements can be made by monitoring the progress of items A-G above.

Priority: Medium/High

Implementation: 2-60 months – Ongoing

PLEASE SEND COMMENTS TO:

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