



**Lexington & Fayette County Parking Authority  
(LEXPARK) On-street Parking  
Strategic Plan (October 2011)**

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 efficient and effective, high-quality, customer-focused public on-street 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 in a proactive manner, 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 promotes compliance with regulations, and thereby 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 on-street parking 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 and study the regulation, pricing, enforcement and utilization of these resources.
- c. Inventory and monitor parking resources in the surrounding neighborhoods
- d. Identification of trends in the Parking Industry including emerging technological, policy and procedural and apply as appropriate and warranted.
- 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 and surveys. 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 3<sup>rd</sup> party for collections. Continue mailing 1<sup>st</sup> and 2<sup>nd</sup> 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 (Started Sep.'10)

***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 (Started Feb.'11)

***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 LFCPA.**

*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**

**(LFCPA 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 LFCPA 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 LFCPA 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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# Lexington & Fayette County Parking Authority Business Plan

## Lexington & Fayette County Parking Authority

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## Executive Summary

The Lexington & Fayette County Parking Authority (LFCPA) is an agency, instrumentality and constituted authority of the Lexington-Fayette Urban County Government. Our mission 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. We accomplish our mission by following sound best practices utilized in the parking industry. We establish all management, enforcement, collection, and amnesty policies which our contractor, Republic Parking System, implements. As a result of these changes by LFCPA and with the implementation of new technologies, over a short period of time, there has been a dramatic increase in the number of citations issued and paid and in meter revenues. The end result of these actions was to make downtown parking readily and continuously available for retail, entertainment, and professional services users.

The following list shows some of LFCPA's milestones and successes:

- Opened Storefront Office, Jul '08
- Began on-street enforcement, Jul '08
- Started Warning Program – 90 days, Jul-Sep '08
- Hired 5 Outriders (PCOs) assigned to dedicated beats, Jul '08
- Quickened meter repairs, Improved meter bagging program Jul '08
- Installed New parking signage Jul '08
- Began RPPP Management, Aug '08
- Rolled out Amnesty Program, Aug-Sep '08
- Upgraded old wind up meters to digital, Converted all but 3  
downtown meters from 1 hour time limit to 2 hour time limit, Oct '08
- Began citation noticing process, Began Booting Program, Nov '08
- Installed 50 solar powered Pay & Display meters, Jan '09
- Installed LEXPARK SMARTCARD Program, Jan '09
- Increased meter rates, Jan '09
- Complied fully with all 28 State Auditor recommendations Sep '09
- Implemented Small Claims Litigation Sep '10
- Completed Agreed Upon procedures and implemented Nov '10
- Completed Mgmt Audit and implemented recommendations Dec '10
- Implemented PaybyPhone Feb '11

## **General Organizational Description**

### **Mission statement:**

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

### **Current Parking Operations:**

LFCPA is responsible for the improvement, installation and maintenance of meters and pay stations; the enforcement of parking provisions; the management and administration of the Residential Parking Permit Program, the collection of revenues from meters and citations; the management of the appeal process; and, customer services.

### **Target Market:**

Generally speaking our target market is anyone who may work, live in or visit downtown Lexington, the University of Kentucky area or the Chevy Chase area and need to park their vehicle.

### **Parking Industry Overview:**

According to the International Parking Institute, the Parking Industry as a whole conservatively estimated, generates more than \$25-30 billion in gross parking revenues. The industry includes parking professionals and staff in the following sectors: Academic (college/university, school), Airport, Commercial Operations (private operators, shuttle services), Consultants (architects, engineers, planners), Corporate (building owners, developers, entertainment, resort, retail), Hospital/Medical/Healthcare facilities, Public (city, economic development, municipality, public works, police, law enforcement), Stadiums/Arenas/Convention Centers, Suppliers to the parking industry (equipment manufacturers, technology vendors and service providers)

According to the U.S. Census Bureau, it is estimated there are more than 105 million commercial parking spaces in this country. Parking experts differ widely on this figure with ranges from 100 million to 750 million. In 2007 there were 136,000,000 passenger cars in the United States. About 96 percent of the time, these vehicles are parked. (Source: *Donald Shoup, "The High Cost of Free Parking," 2005*)

#### **Parking by the numbers:**

- The largest parking garage in the U.S. is the garage at Disneyland, Anaheim, California with 10,000 parking spaces.
- The Mall of America has 17,000 parking spaces - in garages and lots.
- There are about 5 million parking meters (2004 Commercial Investment Real Estate March/April).
- New York City has approximately 62,000 meters.
- The national median parking construction cost per space in 2010 is \$16,167 and \$48.54 per square foot. (Source: *IPI Member, Walker Consultants, "Industry Insights," May 2010*)

When asked to rank the top three most important considerations when making a parking decision, the majority of respondents in a recent survey cited were cost (34 percent); security (29 percent); and location (25 percent) (Source: *IPI Member, Federal Signal: "Security, Cost Driving Most Parking Choices Across U.S.," 2010*)

In the 11/15/2010 quarterly update by First Research, Inc. [www.firstresearch.com](http://www.firstresearch.com) on Parking Facility Management Industry Overview they state;

Parking demand is driven by the occupancy rates of commercial real estate: large buildings require parking spaces for commuters, customers, and related area industry. The profitability of individual companies depends on operational efficiency and customer service. Large companies have advantages in relationships with large property managers and owners, and economies of scale in operating efficiency. Small companies can compete effectively by catering to customer needs and operating a desirable location. The industry is labor-intensive: average annual revenue per employee for a typical company is about \$75,000.

Ancillary services can enhance parking facility customer service. Some facilities offer auto services such as oil changes, detailing, and car washes. Urban parking structures sometimes offer taxi dispatch and dry cleaning pickup, and airport locations often have shuttle services.

Consumer parking fees have risen steadily, averaging about 5 percent annually over the past several years. Hourly fees are the norm at most parking facilities, although long-term facilities such as airport parking facilities have daily rates. Monthly rates are common in major urban locations that service commuters and residents.

Revenue can be seasonal: demand for parking facilities at airport or hotel locations depends on travel volume, which varies by season and region. Costs may also be seasonal, such as the expense of snow removal in northern states. Accounts receivable are low, as most users pay with cash or credit card. Operating costs average about \$650 per parking space per year, according to the International Parking Institute. Insurance costs can be high. An important industry metric for office parking is corporate client retention rate; high retention rates for reserved parking spaces keep parking lots full and reduce marketing costs of acquiring new business customers. Parking facility management companies are subject to federal, state, and local laws regarding material discharge and fair labor laws. The Americans with Disabilities Act caused parking structures to alter access to accommodate wheelchairs. Companies with airport facilities are subject to FAA regulations regarding parking space proximity to airport terminals.

Typical personnel include cashiers, porters, valet attendants, maintenance staff, and managers. Most workers are relatively unskilled, and average hourly industry wages are significantly lower than the national average. Many employees are unionized. Industry injury rates are about 30 percent lower than the national average. (Source: *First Research, Inc.* [www.firstresearch.com](http://www.firstresearch.com))

## **LFCPA Official Organizational Description:**

### **LFUCG ORDINANCE ARTICLE XIII. PARKING AUTHORITY**

#### **Sec. 2-178. Created.**

Pursuant to KRS 67A.910 through 67A.928, an agency of the urban county government is hereby created to be known as the "Lexington and Fayette County Parking Authority," hereinafter referred to as the "parking authority." The parking authority shall constitute a public body, corporate and politic, and shall act as an agency, instrumentality and constituted authority of the urban county government in the provision, maintenance and operation of adequate and reasonably priced parking facilities, structures, and meters along with the enforcement of non-moving traffic violations, including the residential parking permit program, to protect and promote the safety, comfort, convenience and welfare of the people of Lexington-Fayette County.

(Res. No. 300-80, § 1, 10-16-80; Ord. No. 329-2005, § 1, 12-13-05)

#### **Sec. 2-179. Powers.**

The parking authority shall have the following powers, in addition to those granted by KRS 67A.910 through 67A.928 and other applicable statutes:



- (1) To install, lease, construct, maintain, manage, operate, repair, acquire, own, finance and control new and existing parking facilities and structures;
  - (2) To plan, design and locate parking facilities and structures;
  - (3) To make and execute contracts and other instruments necessary or convenient to the exercise of its powers;
  - (4) To hire and maintain such staff personnel as may be required;
  - (5) To purchase, lease, obtain an option upon, acquire by gift, grant, bequest, devise or otherwise any real or personal property including air space, and any interest therein, together with any improvements thereon; to demolish buildings and clear improvements from any of its real property and dispose of any personal property resulting therefrom; to dispose of any real or personal property at fair value; to rent, lease, construct, maintain, manage, operate, repair parking facilities and structures and other real property located within or within reasonable proximity to the parking districts;
  - (6) To contract with any suitable and qualified person, firm or corporation for construction, operation and/or management of any parking facility or structure as is found to be in the public interest;
  - (7) To borrow from and to accept loans and grants from the federal, state, urban county government or any agency thereof, or from any sources, public or private, and to pledge such security as may be required;
  - (8) To issue its bonds, notes, or other obligations to finance or refinance any of its purposes or operations, including the acquisition, construction, installation, equipping, repair, maintenance, renovation, or improvement of parking facilities and structures, or to refund any obligations previously issued by the Lexington and Fayette County Parking Authority or any other governmental agency for any such purpose;
  - (9) To request the urban county council to levy an ad valorem tax and/or a occupational license tax to finance its operations;
  - (10) To install, lease, construct, maintain, manage, operate, repair, acquire, own, finance and control all parking meters (including bagging) in the urban county area;
  - (11) To enforce all non-moving traffic violations connected with such meters or parking facilities and structures which the parking authority maintains, operates, owns or manages;
  - (12) To fix, set and proscribe reasonable rates, charges and expenses for parking at all meters, parking facilities or parking structures which the parking authority maintains, operates owns or manages;
  - (13) To manage and enforce the residential parking permit program within the urban county area;
  - (14) To make, and from time to time amend and repeal bylaws, rules and regulations in order to effect the purpose of this chapter;
  - (15) To grant exemptions or partial exemptions from any ad valorem tax and/or occupational license tax assessed within a parking district for the purpose of financing a proposed or existing parking authority project; and
  - (16) To nominate parking citation officers to be appointed by the office of the mayor.
- (Ord. No. 329-2005, § 1, 12-13-05)

**Sec. 2-180. Membership.**

The parking authority shall have a board of commissioners of five (5) members. The mayor shall appoint the members of the board of commissioners, subject to confirmation by a majority of the urban county council members. Each member of the board of commissioners shall be a resident of Fayette County. Each member of the board of commissioners shall serve a term of four (4) years; provided, however, the terms of the initial board shall be staggered such that three (3) of the commissioners first appointed shall be designated to serve terms of one (1), two (2), and three (3) years, respectively, and the remaining two (2) commissioners first appointed shall be designated to serve terms of four (4) years each. A commissioner shall hold office until his or her successor has been appointed and qualified. Vacancies shall be filled for the unexpired term in the manner prescribed for in the original appointment.

(Ord. No. 329-2005, § 1, 12-13-05)

**Sec. 2-181. Duties.**

The board of commissioners shall constitute the governing body of the parking authority and shall perform all duties and take all actions necessary, in accordance with KRS 67A.910 through 67A.928, to further the purposes of the parking authority, which duties shall include, but not be limited to, the following:

- (1) Study the need for new parking facilities and structures within the urban county and report the results of such study to the urban county council;
- (2) Study the need for parking space to be provided without charge to certain classes of users within one or more districts of the urban county and report the results of such study to the urban county council;
- (3) Assist the urban county council in the establishment of local parking districts and identification of parking facilities or structures to be acquired or constructed; and
- (4) Assist the urban county council in the establishment of plans of assessment or taxation, or both, to be imposed on the businesses, professions and real estate located within a parking district.

(Ord. No. 329-2005, § 1, 12-13-05)

**Sec. 2-182. Officers.**

The board of commissioners shall elect a chairman and vice-chairman from among the members of its board of commissioners. The board of commissioners may appoint other officers and employees as the board deems necessary. The duties and terms of the officers shall be as specified in the parking authority's bylaws. The board of commissioners shall determine its own rules and order of business and shall provide for keeping a record of its proceedings. The board of commissioners shall meet at least quarterly at a date, place and time to be determined in accordance with KRS 61.820.

(Ord. No. 329-2005, § 1, 12-13-05)

**Sec. 2-183. Quorum.**

A majority of the board of commissioners shall constitute a quorum for transaction of business at any meeting of the parking authority. The acts of the majority of those members present at any regular or special meeting of the parking authority shall be the acts of the parking authority.

(Ord. No. 329-2005, § 1, 12-13-05)

**Sec. 2-184. Rules and regulations.**

The board of commissioners shall adopt bylaws, rules and regulations, not inconsistent with KRS 67A.910 through 67A.928, as necessary to carry out its duties and purposes as set forth in this article.

(Ord. No. 329-2005, § 1, 12-13-05)

**Sec. 2-185. Exemption.**

If a majority of the board of commissioners determines upon application of a business, individual, or property owner doing business, having offices, or owning property within the local parking district, that such business or individual does not benefit from the operation of the authority then an exemption or partial exemption may be ordered by the board of commissioners so as to relieve such business or individual from the same ad valorem tax and/or occupational license tax as would be imposed on others who are benefited to a greater extent by the operation of the authority.

(Ord. No. 329-2005, § 1, 12-13-05)

Secs. 2-186--188. Reserved.

**Organizational history:**

In 1976, the Kentucky state legislature enacted KRS 67A 910-928 in order to create local parking authorities for cities such as Lexington. In 1980, LFUCG authorized the creation of the parking authority with ordinance 2-178. (See previous Ordinance beginning on page #5) It was not until 2005, however, that the actual LFCPA was created. Following a presentation to Council on December 12, 2005 the LFUCG Council

voted to approve the creation of the LFCPA. In 2006, a five-member board was approved by the Council and in 2007; Executive Director Gary Means was hired. In 2008, the on-street management contract was awarded to the LFCPA and it created the new agency, LEXPARK, which would be responsible for the management of the on-street parking program.

Prior to the creation of the LFCPA and LEXPARK, there were five divisions within city government with responsibilities for the on-street parking (Divisions of Police, Revenue, General Services, Traffic Engineering and Computer Services). Under this scenario, there was a lack of coordinated management, and with no coordinated management, there was an inconsistent rate structure, no clear point of contact, fluctuating revenues and a low priority for compliance and enforcement.

LEXPARK became responsible for the improvement, installation and maintenance of meters and pay stations; the enforcement of parking provisions; the collection of revenues from meters and citations; the management of the appeal process; and, customer services. In order to make the public aware of these new significant and extensive changes, LEXPARK created a new website and developed marketing materials and an ad campaign. As a result of these changes and with the implementation of new technologies, there was a dramatic increase in the number of citations issued and paid and in meter revenues over a short period of time. LFCPA has more than tripled the revenue income from on-street operations over what LFUCG was generating prior to our take over of the on-street operations.

### **Most important strengths and core competencies:**

One of our major strengths is that we are an outside agency of the local government, overseen by a five (5) member board of professional citizen volunteers. This board and its previous members have set the standards for embracing technologies, implementing strong audit controls and deployment of high level customer service initiatives. Please see our vision statement, guiding principles and organizational goals below.

### **Vision statement:**

To address the parking concerns of both citizens and the business leaders of Lexington in a proactive manner, 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.

### **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 promotes compliance with regulations, and thereby 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 on-street parking code requirements.

### **Short term Goals (0-5yrs):**

#### **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 and surveys. 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 (Started Sep.'10)

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 (Started Feb.'11)

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 LFCPA.



**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**

**(LFCPA 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 LFCPA 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 LFCPA 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

### **Long term Goals (5-10yrs):**

The main long term goal of LFCPA would be to continue living up to our mission statement. We also want to be financially positioned to assist with or fully finance the next parking facilities that are needed or required for economic development of downtown Lexington. Also at the 5 to 10 year time frame our \$500k+ investment in new on-street meters will be reaching the end of their life cycle and will need to be replaced with state of the art technologies that will continue our emphases of solid audit controls as well as great customer service.