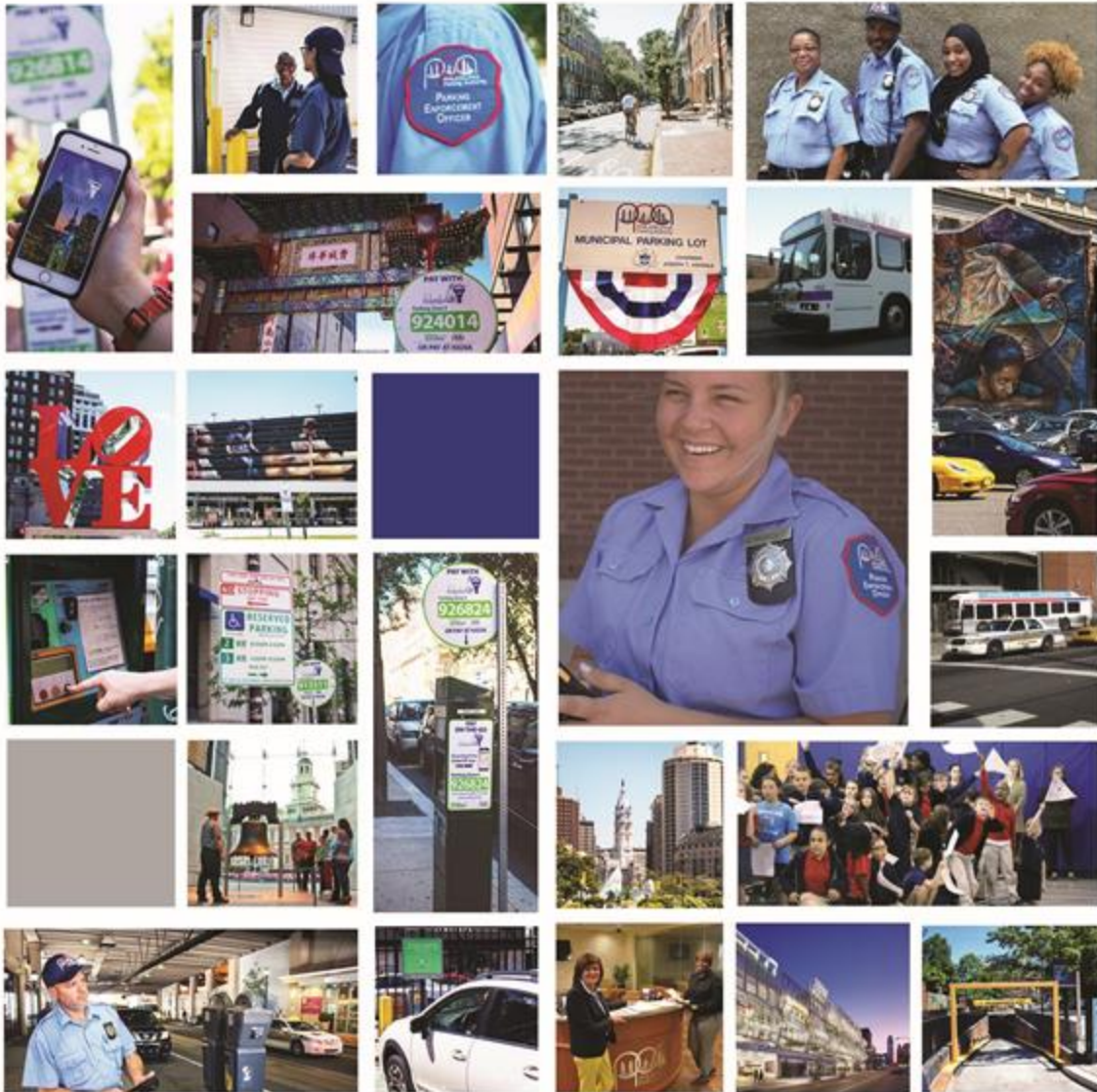


# VISION 2022



## Letter from the Executive Director

Vision 2022 represents a comprehensive strategic plan for the Philadelphia Parking Authority (the Authority) through the fiscal year 2022, which ends March 31, 2022. Developing a three-year strategic plan for an organization which has broad and diverse responsibilities is complex. The common thread among the business units is that the Authority is a major transportation partner with significant responsibility for curb management, providing access to public parking and providing safety enforcement for rail, bus, motorists, passengers, pedestrians, bicyclists and all new forms of multi-modal transportation such as car share and bicycle share.

The Authority was initially created to provide affordable off-street parking options for visitors and residents in the Center City district. Today, the Authority's responsibilities have grown far beyond providing only off-street parking. While often the Authority's payments to the Philadelphia School District is viewed as the only measure of success, it is important to remember that the Authority has a significant role to play in the city's transportation policy. Effective management of on and off-street parking is crucial to our economic vitality and to safety.

Congestion and the loss of street parking in downtown Philadelphia continue to evolve at alarming rates. There are constant challenges to achieve a fair balance between various stakeholders that often times have conflicting goals. Community groups, elected officials, neighborhood and business associations, bicyclists, pedestrians, motorists, delivery vehicles, for-hire transportation providers, public transportation, visitors, residents- every group has their own priorities and objectives, and it is our job to listen and assist with multi-modal solutions that will keep traffic movement in Philadelphia safe, affordable and manageable.

What is needed for the immediate future is clear and we will be aggressive. Vision 2022 establishes broad goals, with the specific implementation steps that can be scaled. As a result of an ever-evolving transportation environment, we will focus on the evolving priorities of our stakeholders and continue to develop smart policies to help smooth the flow of traffic in Philadelphia. This will advance economic development and improve the quality of life factors. In addition to slowing the movement of people and commerce, congestion also leads to poor air quality. These strategies can help improve the environmental conditions through enhanced efforts to reduce needles idling.

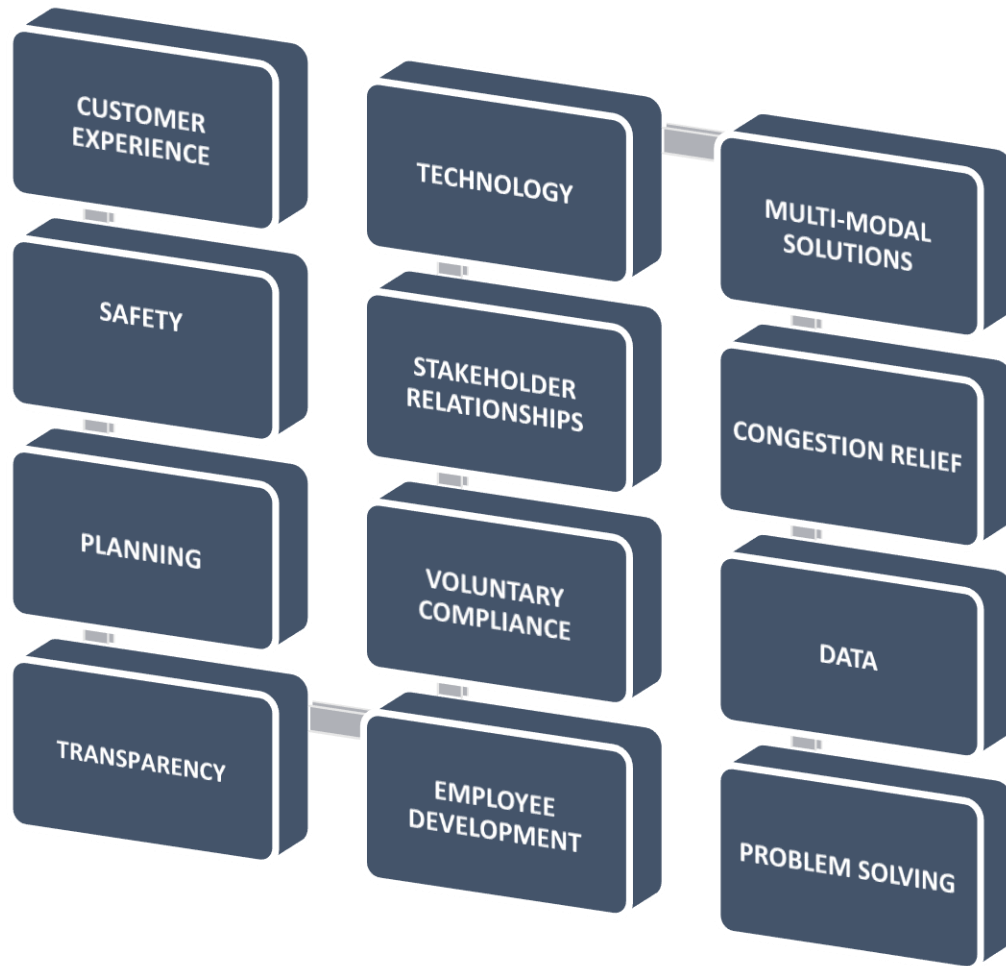
The Authority recognizes that having a strategic plan is an important step in determining what will be achievable. This document represents a summary of the goals for the Philadelphia Parking Authority (the Authority) divided by short, medium and long term goals.

If your organization has any questions or comments, I would appreciate hearing from you.

**Scott Petri**  
**Executive Director**  
[spetri@philapark.org](mailto:spetri@philapark.org)



## OUR MISSION



The core mission of the Philadelphia Parking Authority is to help people move to and throughout Philadelphia. We do this by providing convenient parking options and through the regulation of traffic movement. Those options include, on and off-street parking, exclusive parking at the Philadelphia International Airport, by regulating the flow of safe traffic through the Automated Red Light Photo Enforcement Program, and regulating taxis, limousines and transportation network companies (TNC's) and other transportation-related programs, all while contributing to the economic vitality of Philadelphia and the surrounding region.

A full Mission Statement is available on our website.

<http://www.philapark.org/about-ppa/>

# HISTORY OF THE PHILADELPHIA PARKING AUTHORITY

The Philadelphia Parking Authority was created on January 11, 1950, by an Ordinance of Philadelphia City Council, pursuant to an act of the General Assembly of the Commonwealth of Pennsylvania, which was enacted in 1947.

The organization's original mission was to respond to the increasing demand for off-street parking in Philadelphia's central business district. For over two decades the Authority concentrated exclusively on the development and operation of Center City, off-street parking facilities. The Authority constructed its first garage in 1954 at 10<sup>th</sup> and Ludlow. Currently, the Authority owns and/or operates ten facilities in Center City with nearly 6,000 spaces and manages 40 neighborhood parking lots under an Agreement with the City of Philadelphia. In addition the Authority manages parking at Philadelphia International Airport which now includes 27,000 spaces.

Today, the Authority's responsibilities have grown far beyond providing only off-street parking. The Authority supports the City, School District and State and federal governments with annual payment of over \$119 million. However, it is important to remember that the Authority has a significant role to play in the city's overall transportation policy. Effective management of on-street parking, providing affordable rates in Center City garages, ensuring that airport parking facilities provide a positive impression for visitors to the region are crucial to our economic vitality. While improving traffic and pedestrian safety through the Automated Red Light Photo Enforcement program and the regulation of taxicabs, TNC's and limousines are crucial to our continued commitment to improve safety in and around the City of Philadelphia. Our focus continues to be on making Philadelphia a more mobile city, while improving the quality of life for residents and visitors, supporting economic development and enforcing parking regulations, particularly to ensure access to the public curb and for public safety.

**2001**

### LiveStop Program

This program requires the impoundment of vehicles which are found to be unregistered or operated by an unlicensed driver during a police stop. Since 2001 the Authority has conducted more than 397,000 impoundments.

**2004**

### "Authority's Strategic Plan"

to support the region's economic vitality by providing comprehensive parking management and transportation services through our partnership with the City of Philadelphia and the Commonwealth of Pennsylvania.

**2005**

### Taxicab & Limousines

The Taxicab and Limousine Division regulates taxis and limos to ensure public safety, comprehensive vehicle inspections, driver training, enforcement and better adjudication of citizen complaints.

**2006**

### Red Light Photo Enforcement

This program saves lives by reducing the number of red light related traffic accidents. Intersections experience a substantial reduction of violations once installed. Currently, there are 130 intersections.

**2016**

### Regulation of TNCs

Companies such as Uber & Lyft are authorized to do business by the legislature. PPA has been given the authority to act as a regulator. 2/3<sup>rd</sup>s of the regulatory fee goes to the Philadelphia School District.

**2018**

### Speed Cameras

The PPA was granted authority to establish and administer a Speed Camera Pilot Program on the Roosevelt Boulevard from 7<sup>th</sup> Street to the County Line adjoining Bucks County.

## PPA'S COMMITMENT TO TRANSFORMATION

Understanding the importance of transparency in a public agency, the Authority's Board (Board) invited the Pennsylvania Auditor General to audit the Authority's human resource-related policies. The Authority fully cooperated with the Auditor General's office in their review of the Authority's On-Street Parking Program and contracting procedures and has implemented almost every recommendation.

Independent of those reviews, the Authority's Board directed senior staff to review all policies and practices to insure they were consistent with the highest standards of government service. We continue to implement best practices and are in the process of benchmarking our organization against our peers.

The Board has boldly moved to transform the Authority through a course of substantive agency-wide change focused on accountability and openness. The following is a summary of actions completed to date:

- **December 7, 2017**
  - Audit closes meeting with Auditor General
- **December 15, 2017**
  - Board approves contract for Contract Management and Publication Software to facilitate publishing all Authority contracts on the Authority's web site
  - Board approves a new Investment Policy
  - Board approves hiring an Executive Director and recognizes senior staff. The new organization structure provides a focus on program efficiency and effectiveness through data collection and analysis, strategic planning, community engagement, application of technology, and succession planning
- **January, 2018**
  - Hired a new Internal Compliance Auditor and Risk Management Director through a professional search process
- **January 23, 2018**
  - Board approves updates to the Authority's Right-to-Know Policy
  - Board approves revised Mission Statement to more clearly state the Authority's mission and particulars on how that mission is accomplished
- **February 20, 2018**
  - Board approves Audit Policy
  - Board approves the draft Risk Management Policy
  - Board approves improvements to the Right to Know Policy
  - Board approves the Amendment to the Bylaws
- **April 5, 2018**
  - Board approves contract with CCI Consulting to review and update Authority job descriptions and review Authority salaries and provide salary scale information for comparable positions to insure positions are at the appropriate salary ranges.
- **April 24, 2018**
  - Board approves the Amendment to the Procurement Policy
- **June 19, 2018**
  - The Board appoints an EEO Officer
- **June 20, 2018**
  - PPA becomes an Accredited Parking Organization through the International Mobile Parking Institute.

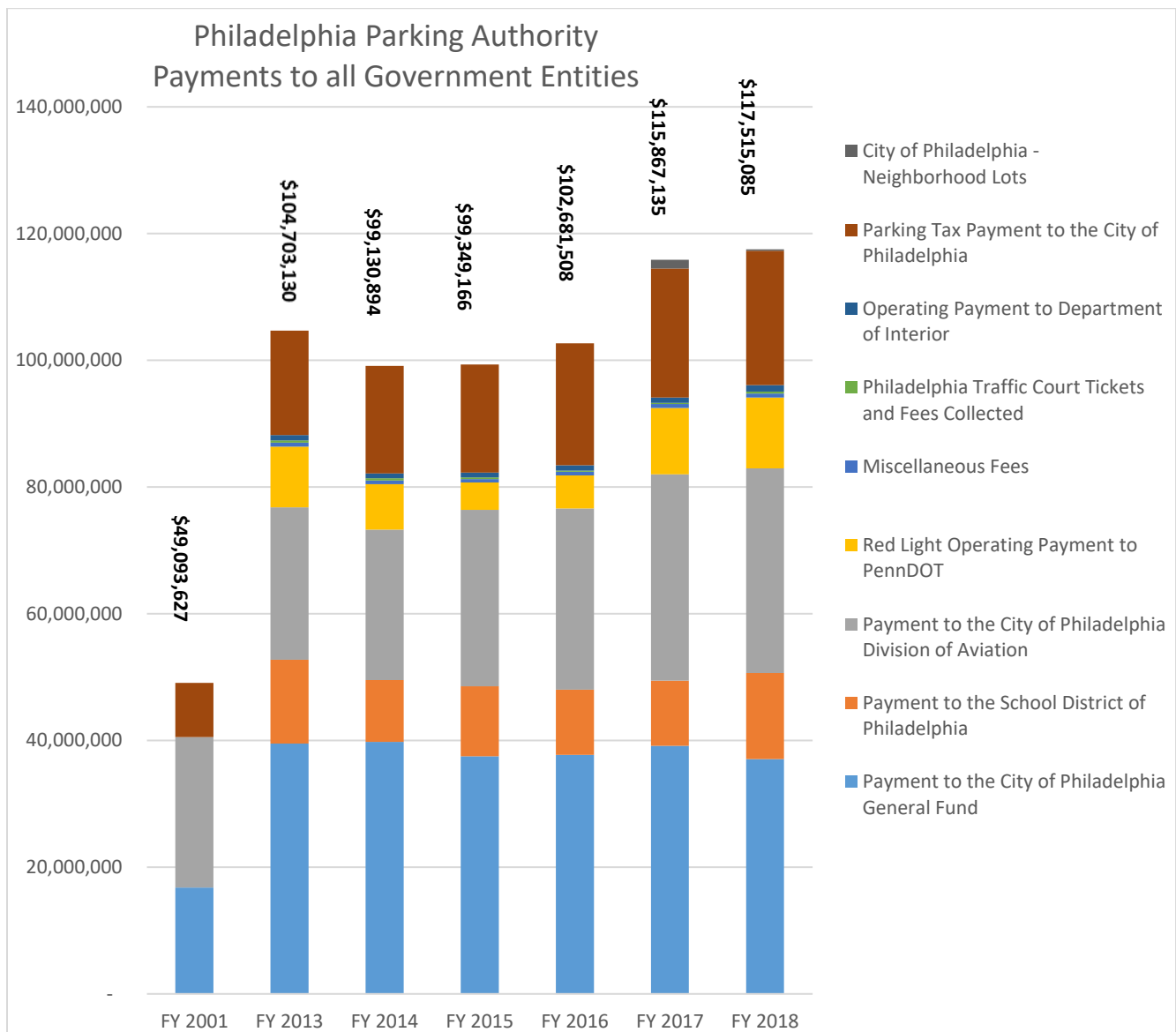
- **July 24, 2018**
  - The Board approves ADA Grievance Procedure
  - The PPA adopts a Code of Civility as guidelines
- **August 21, 2018**
  - The Board approves the Whistleblower Policy
  - The Board appoints a Board Member to the Investment Committee
- **September 18, 2018**
  - The Board appoints a Chairman of the Investment Committee
  - The Board designates a Record Retention Officer
- **October 29, 2018**
  - The Board approves the HR Travel Policy
  - The Board approves an amendment to the HR Committee Charter
- **November 27, 2018**
  - The Board approves the finalized Risk Management Policy
  - The Board approves the amendments to the Travel Policy
  - The Executive Director implements 10 principles for intermodal transportation discussions
- **September 18, 2018**
  - the PPA implements plan to study peers
- **September 6, 2018**
  - Final response to the Auditor General

# YEILDING RESULTS

While the mission of the Philadelphia Parking Authority is foremost to provide parking and regulatory services consistent with the city’s overall transportation system, oftentimes success is measured in the dollars provided to support other government entities. Under the Board’s direction for a comprehensive review and improvement in operations, the Authority has significantly improved efficiency while maintaining its core public policy mission.

The payment of over \$48 million in 2017 and over \$50 million in FY 2018 is a testament to the success of those reform efforts, the application of sound management principles, direction from the Board and the support of a mission-focused and dedicated team.

The chart below shows Authority payments to the City, Philadelphia School District and the Pennsylvania Department of Transportation.



*Each day we commit to be mindful of how we interact with each other and aspire to create a better work environment.*

1. We greet and acknowledge each other.
2. We say please and thank you.
3. We treat each other equally and with respect, no matter the conditions.
4. We acknowledge the impact of our behavior on others.
5. We welcome feedback from each other.
6. We are approachable.
7. We are direct, sensitive, and honest.
8. We acknowledge the contributions of others.
9. We respect each other's time commitments.
10. We address incivility.

~ Bryan Cave's Code of Civility



## STAKEHOLDERS & TRANSPARENCY

OBJECTIVE – TO ENSURE THAT THE INTERESTS OF ALL STAKEHOLDERS ARE REPRESENTED WHEN DISCUSSING NEW POLICIES AND TO ENHANCE WORKING PARTNERSHIPS WITH CITY AND STATE STAKEHOLDERS.

### SHORT TERM 0 – 1 YEAR

- Submit annual reports to the Governor, Mayor, City Council, and Legislature.
- Collaborate to develop a regulatory plan for ride-hailing services which adequately protects the public through enforcement.
- Implement increased parking violations fees to eliminate “cost of doing business”.
- Identify additional public procurement programs and continue to regularly rebid existing contracts.
- Eliminate as many sole service contracts as is possible.
- Develop a quarterly newsletter to keep citizens and our employees informed.
- Create an Advisory Board of stakeholders.
- Seek statutory changes for the TLD to obtain proper funding and for public safety.
- Continue pilot program for enforcement of tractor trailer parking in residential neighborhoods.

### MID TERM 1 – 3 YEARS

- Initiation of new PSAs to inform and educate.
- Pursue partnership with the City of Philadelphia to procure goods and services from existing purchasing contracts.
- Automate the Authority’s Open records program for maximum efficiency in completing “Right to Know” requests.
- Complete a comprehensive review and update all job descriptions.
- Complete an independent review of employee salary structures.
- Redesign the website to maximize transparency and for ease of customer use.
- Expand reach and output of PPA Cares.
- Obtain legislative authority to outstanding tickets 10 years or older.
- Build a robust customer service platform.
- Develop new operational reports to monitor progress.
- Establish key indicators of success for each department.
- Increase the number of followers on all social media platforms by 100% by 2020.
- Implement additional Board Committees for greater accountability.

## TECHNOLOGY & INNOVATION

OBJECTIVE - TO DEVELOP NEW TECHNOLOGIES, ENHANCE CUSTOMER CONVENIENCE AND TO MAKE THE AUTHORITY MORE EFFICIENT AND RESPONSIVE.

### SHORT TERM 0 – 1 YEAR

Upgrade Revenue Control Management System in all Center City garages and at the Airport, to provide new technology such as reservation parking, tiered level parking, license plate recognition, and mobile phone payments.

Replace internet connections to PPA lots with private higher speed WAN connection.

Improve meter functionality at train station lots to provide additional payment options.

Automate On-Street data to provide citizens with more self-service options.

Install electric vehicle charging stations in garages.

Replace kiosks.

Implement new ticketing, enforcement, collections & customer service systems.

Install new HR & Payroll technologies automating functions.

### MID TERM 1 – 3 YEARS

Adopt a long-range plan for software updates and enhancements across the agency.

Establish cost-benefit control software as it relates to capital purchases.

Create a disaster recovery plan to implement offsite location to provide additional redundancy.

Install new enforcement and expand the use of License Plate Recognition technology to ticket enforcement.

Implement GPS tracking program for booting equipment which will maximize efficiency by electronically monitoring towed vehicles and reduce lost or damaged equipment.

Add additional options for pay by phone.

Implement additional cameras and lighting at all facilities.

Implement new PCI Compliance standards and protocols.

## VOLUNTARY COMPLIANCE & PUBLIC SAFETY

OBJECTIVE: TO REDUCE THE ISSUANCE OF PARKING TICKETS THROUGH PUBLIC EDUCATION AND ADDITIONAL CUSTOMER CONVENIENCES, PROVIDING ALTERNATIVES TO OFF-STREET PARKING AND IMPROVING CONVENIENCE AND ACCESSIBILITY CITYWIDE.

### SHORT TERM 0 – 1 YEAR

Issue new PSAs on a wide range of topics to educate and inform.

Increase public education through the use of our social media platforms by 30%.

Research payment habits to identify on-time payment incentives.

Implement technology that will allow the Authority to send text reminders to help citizens avoid paying late fines.

Develop customer service platform.

Improve website platform for ease of use in paying parking tickets, red light and speed camera violations.

Develop new facility maintenance programs and procedures to monitor conditions of facilities.

### MID TERM 1 – 3 YEARS

Secure a new impoundment lot location and consolidate operations.

Implement an inventory control system for Authority resources.

Implement a Fleet Management System to strategically plan preventive maintenance and replacement for vehicles.

Continue to implement collection efficiencies.

Continue to improve the condition of neighborhood lots. Improve lighting & monitoring.

Implement pilot program on truck loading zones.

# MULTI-MODAL SOLUTIONS

OBJECTIVE – THE AUTHORITY MEETS WITH AND SUPPORTS TRANSPORTATION PARTNERS IN UTILIZING COMPREHENSIVE PLANS OF THE CITY OF PHILADELPHIA AND THE USE OF BEST PRACTICES IN MANAGING THE PUBLIC CURB AND TO COORDINATE AND ENCOURAGE MULTIMODAL FORMS OF TRANSPORTATION.

## SHORT TERM 0 – 1 YEAR

In cooperation with the Delaware River Port Authority, complete Benjamin Franklin parking lot and offer monthly users at below market value.

Partner with stakeholders to create and implement logical solutions to improve traffic control and parking options throughout the region.

Evaluate on-street dynamic pricing alternatives.

## MID TERM 1 – 3 YEARS

Provide enhanced transportation for new technologies and users.

Improve neighborhood lots

Develop and implement standard curb designs.

Implement GIS program for transportation planning.

Provide additional bike racks in our facilities and plan for new forms of mobility.

Improve access to delivery zones to reduce congestion.

Anticipate the need for new regulations or new ride-sharing alternatives and provide advice to City Council.

## LONG TERM 3 – 5 YEARS

Explore partnerships for planning and develop existing garages to provide increased off-street parking options.

Prepare for autonomous vehicles.

# SAFETY

OBJECTIVE- TO ENSURE THAT THE SAFETY OF INDIVIDUALS IS ALWAYS PARAMOUNT.

## SHORT TERM 0-1 YEAR

- Increase red-light camera intersections.
- Develop and implement an expanded risk management program.
- Implement Speed Camera Enforcement Pilot Program.
- Increase fines for safety-related violations.
- Regularly have abandoned vehicles removed from Residential Parking lots.
- Improve lighting and security monitoring at all facilities.

## MID TERM 1-3 YEARS

- Provide PEOs with enhanced location identifiers to provide rapid response on the event of an emergency. Install security cameras and additional lighting at all Authority locations.
- Continue regular inspections of all Authority facilities to identify and eliminate risks.
- Identify and comply with federal safety standards in all locations.
- Improve all neighborhood lots.
- Restore funding to ensure that the public utilizing hail riding services are protected.

Changes to state law reduced funding for regulation of hail riding services by 50% necessitating a loss of employees to protect the riding public.

Red-light running is the leading cause of urban crashes. Our Photo Enforcement Program is changing driver behavior.  
Because of the Red Light Program, 80% of violators do not have a 2<sup>nd</sup> violation.

# EMPLOYEE DEVELOPMENT

OBJECTIVE - TO ATTRACT AND MAINTAIN A DIVERSE, EDUCATED AND KNOWLEDGEABLE WORKFORCE, PROVIDE EMPLOYEES WITH CAREER OPPORTUNITIES THROUGH TRAINING AND SUCCESSION PLANNING, AND TO EFFECTIVELY COMMUNICATE WITH EACH OTHER.

## SHORT TERM 0 – 1 YEAR

Effectively communicate the mission of the Authority to all employees.

Examine and reorganize training to coincide with job titles and duties.

Identify erroneous violations issued by the Authority and provide supplemental employee training to prevent future errors.

Develop a credit-based internship program that pairs college students to departments within their field of study providing hands-on work experience.

Continue the expanded internal training program for career development.

Automate HR functions.

Complete salary review and implementation of compensation.

Identify reasons for employee turnover and develop corrective measures

## MID TERM 1 – 3 YEARS

Establish an intranet for employees.

Continue to enhance opportunities for promotion from within.

Explore shift alternatives for maximum efficiency.

Identify clearly defined goals for each department in the Authority.

Perform employee audits for assurance of proper use of employee resources.

Develop systemic changes in the annual employee evaluation process that will lead to a more comprehensive assessment.

Provide leadership development skill-based training courses to prepare our workforce for new opportunities.

PPA employees have contributed over \$69K in local charitable contributions in the past 3 years through PPA Cares.

# CUSTOMER EXPERIENCE

OBJECTIVE - TO PROVIDE EXCEPTIONAL SERVICE TO THE PUBLIC, CREATING POSITIVE USER EXPERIENCES WHEN INTERACTING WITH THE AUTHORITY AND TO UTILIZE NEW TECHNOLOGY TO PROVIDE CUSTOMERS WITH NEW CONVENIENCES.

## SHORT TERM 0 – 1 YEAR

Implement a Customer Experience Center, a full service 1 stop office combining multiple face-to-face service departments in 1 convenient location.

Cross train employees to enhance customer service skills.

## MID TERM 1 – 3 YEARS

Develop and implement a new customer service platform which shares information between business units and communicating with customers and provides a modern platform for responding to Customer inquiries.

Increase customer satisfaction by utilizing various methods of collecting customer interaction experiences.

Eliminate customer-facing paper processes and replace them with user-friendly online solutions.

Create and maintain a renovation/beautification plan for all neighborhood parking lots.

Pilot program to demonstrate customer conveniences.

Improve garage at 10<sup>th</sup> & Ludlow.

## LONG TERM 3 – 5 Years

Encourage the full development of facilities.

Install contactless credit card technology in all garage locations.

# TRANSPORTATION PLANNING

OBJECTIVE: TO OBTAIN APPROPRIATE PROFESSIONALS TO EXAMINE CURRENT DEFICIENCIES AND TO RECOMMEND NEW POLICIES FOR CONSIDERATION OF ACTIVITIES WITH TRANSPORTATION PARTNERS.

## SHORT TERM 0 – 1 YEAR

- Hire a Transportation Planner
- Create typical block prototypes.
- Map City Comprehensive Plan in our GIS system.
- Provide advice to management and Elected Officials.

## MID TERM 1 – 3 YEARS

- Regularly attend meetings with CCD, University City District, Connect, Septa, OTIS, and stakeholders and report to management.
- Advise staff on best practices.
- Work with GIS staff and City law department on ratifications of regulations and updating of ordinances.
- Develop new ideas for multimodal transportation.
- Begin planning for new ridesharing and shared mobility.

The PPA has received accreditation with Distinction from IPMI and three (3) garages were designated as premier.

The meterUP (pay by phone) program has already been utilized over 1 million times by customers.



# DATA IMPLEMENTATION

OBJECTIVE: TO BUILD A ROBUST WAREHOUSE OF DATA CAPABLE OF BEING SHARE SO TRENDS CAN BE EXAMINED AND APPROPRIATE DECISIONS CAN BE DERIVED THEREAFTER.

## SHORT TERM 0 – 1 YEAR

Hire a Data Analyst

Build GIS infrastructure with GIS staff and may all On-Street parking spots.

Aggregate data.

Collaborative data.

Architect data sharing protocols.

Coordinate data and mapping with Transportation Planning to provide best practices and advice to stakeholders.

Regularly meet with Elected Officials and stakeholders to discuss findings and trends.

## MID TERM 1 – 3 Years

Demonstrate pilot initiatives for new technologies and provide data modeling.

Develop open API standards.

Plan and make recommendations on the integration platform for all PPA data.

## CONGESTION RELIEF

OBJECTIVE: TO REDUCE CONGESTION IN CENTER CITY BY IMPLEMENTING BEST PRACTICES, CONSISTENT ENFORCEMENT AND REDUCTION OF “COST OF DOING BUSINESS” VIOLATIONS.

### SHORT TERM 0 – 1 YEAR

Identify primary causes for congestion.

Draft legislation which increases fines for congestion-related offenses to eliminate “cost of doing business” attitude to compliance.

Increase the cost of Contractor Parking Permits.

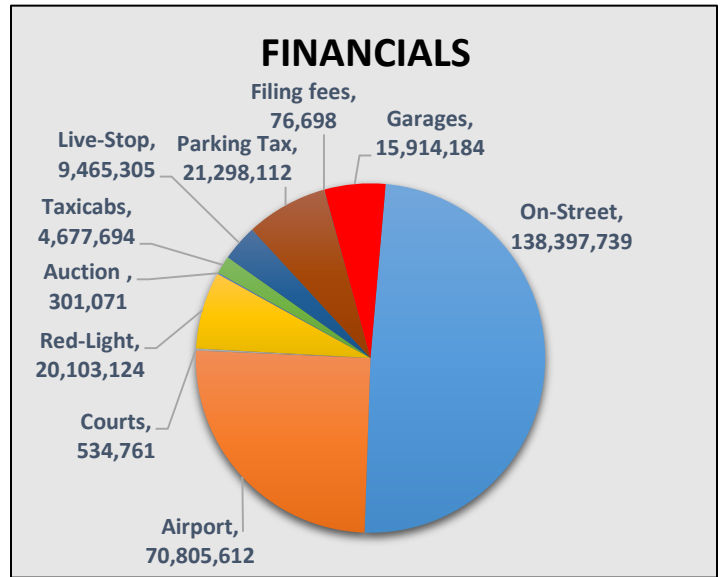
### MID TERM 1 – 3 Years

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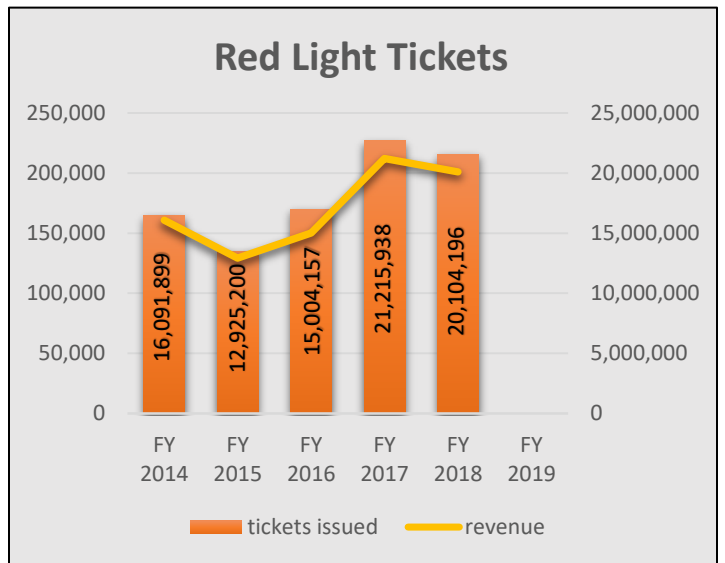
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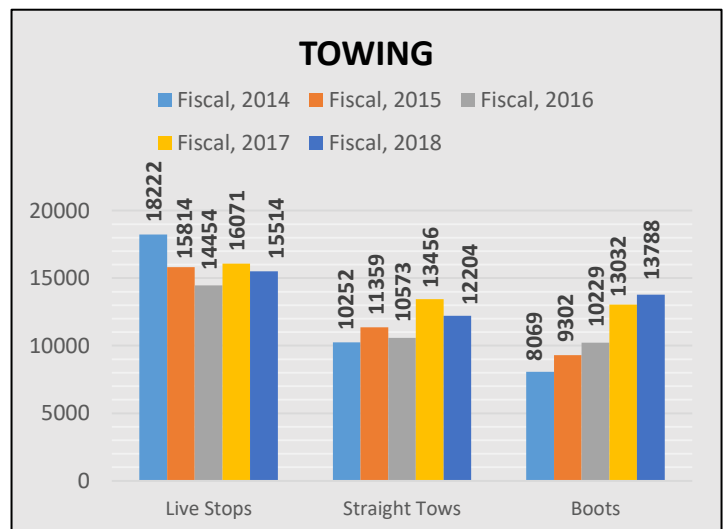
On-Street Revenue continues to be at high rates of return averaging at 40% of gross revenues over the past 10 years.



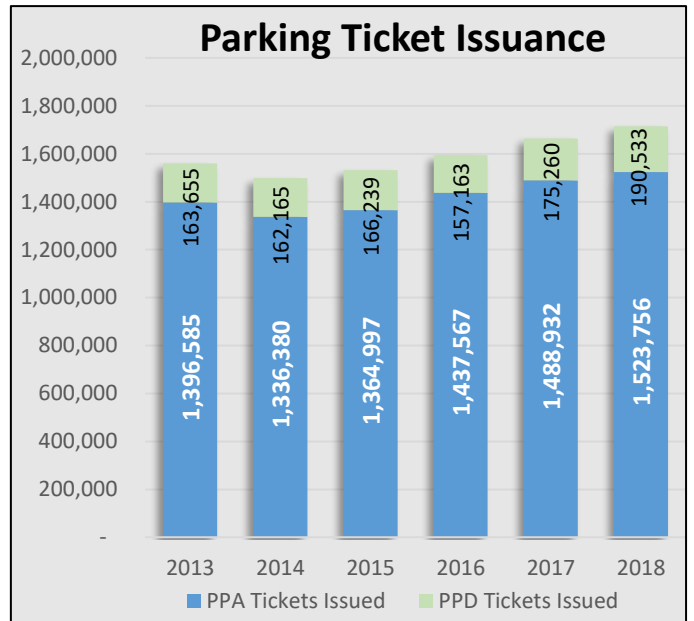
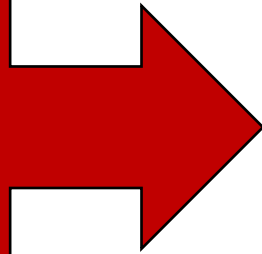
Violations drop dramatically at each intersection after installing red light cameras. PennDOT has received \$80,055,923 to date.



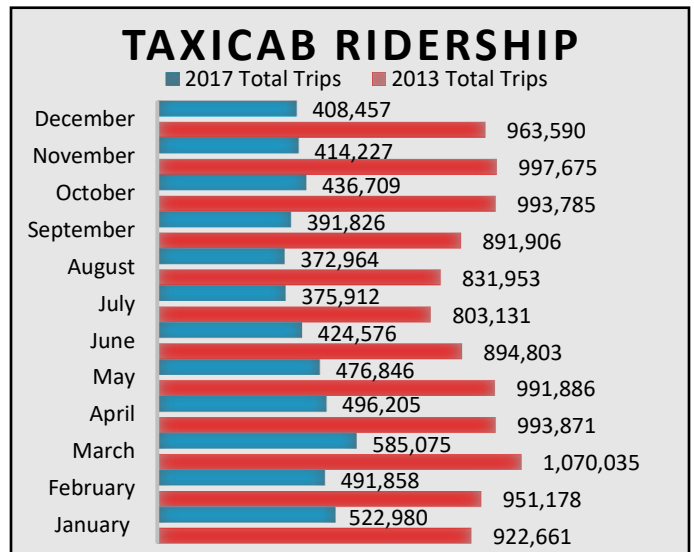
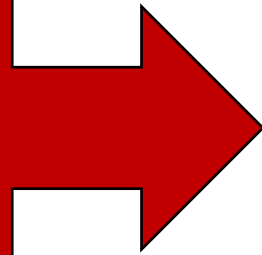
Towing, particularly resulting from accidents, enhances safety and reduces congestion. Thus far, the police are first priority.



Ticket rates were last increased in 2009. The PPA's proposal for increased fines on traffic congestion related offenses could increase revenues by \$1 to \$2 million resulting in more money for the school district.



The introduction of TNC's within the City of Philadelphia has caused taxicab ridership to drastically decline by as much as 50%. PPA remains committed to requiring driver training to increase safety for all drivers and customers alike



The expansion and revitalization of Philadelphia's Center City district brings newfound business opportunities to the area resulting in more money for the school district.

