

MISSOULA PARKING COMMISSION

Strategic Planning Session

October 6th, 2016

Agenda:

11:30 Gather for Lunch and Welcome
General Board Meeting Session – Heidi Kendall

12:00 Strategic Planning session begins
Review the “Rules for the Road” - Rod & Steve

Rod - My goal for today is to plan how we are going to get ahead of the things that are happening or going to happen. Anyone’s input is welcome at this meeting. I got a call today about a woman who was very frustrated that there wasn’t more short term parking. I don’t take it personal in fact I get something out of it that will help us to make better decisions. Everyone has an opinion.

Steve - We want to create an environment where everyone is heard. Here are some rules to do that.

One conversation at a time - *so we can listen and don’t have to repeat*

Speak your truth - *If it’s not how you see the world or you think a voice needs to be heard that is not being heard get it out there.*

Use “one minute commercials” - *Keep it synced and then get off the stage.*

Seek first to understand then to be understood - *Listen first.*

Attack problems not people

Rod - I’m concern that a half day might not be enough time to cover what we need to cover but we will see how it goes.

12:30 Overview of the history of the Parking Commission - Anne

Anne - The parking commission has been around for a long time and so have parking meters. Trends have happened in Decades. To begin in 1947 Duncan penny meters were installed in Missoula and enforced by the police dept. A lot of times if you go into an older house people say it has good bones. Well our town has good bones. We have wide streets as a result of the trade hub so a horse drawn carriage could do a U turn on Pine and Main Street. We were able to have angle parking which is a lot denser than other types parking. We have alleys. As you go up and down Higgins you can go down one way alleys and turn back around. Our main street goes up to the Depot and turns back around which keeps people downtown. We have Higgins and Broadway in the core of our downtown. Often those through fairs bypass the downtown but ours goes right through it. And we have a river that runs through it all. We have good bones here.

Big impact is in 1964 the Higgins Avenue Bridge was rebuilt so in 1964 when the bridge was built it allowed passage underneath. A levy system was built that allowed the city to set up those riverfront parking lots. Has been consistent throughout.

The 70's was an era of organization and authority

The parking commission Formed in 1971 - and outlined its powers, which granted the city of Missoula to define its role and ordinances. The parking is defined as a component unit. The Parking Commission keeps its revenue, it does not go to the general fund, it has a lot of authority which helped the Parking Commission maintain its position.

Larry Donohue, a consultant from Chicago for airports started advising the Parking Commission in Missoula on how to set up policies. He was honored at age 95 for his contribution. He was the founding block for the parking commission.

Our organization chart is vertical, meaning we are vertically organized. We have a Board of Directors and staff and the means to manage parking with a comprehensive plan. We oversee enforcement, maintenance, security, safety and public relations. It's all contained under one umbrella.

Most Parking Commissions are horizontally organized. They come out of the Police department instead of having one over reaching authority that combines the overarching picture. That's a big issue because it reduces its effectiveness. In the 70's the downtown infrastructure was deteriorating. In 1976 the South Gate Mall was built. Most of the cities in the county took the meters out thinking that the meters were a deterrent for people to come downtown.

1980's the era of building

Made employee parking. Created the first serve parking lot that later became a structure. It's a combination of what we own and what we manage that's the cities.

At that time the solution was to build. We built 12 parking lots. There is demand and you build. Caras Park, New Park, and River Front lot were built in the 80's and have proven to be an ongoing asset for the Parking Commission.

1990's a decade of change

Created short term parking for shoppers. Moved the focus from taking care of employees to how are we going to manage the short term parking. Parking structures were divided into both long term and short term parking. The downtown started to thrive.

In 1992 the director was caught embezzling money from the meters and did a lot of lasting damage to the Parking Commission.

In 1993 I (Anne) was hired after a long process. I knew nothing about parking, nobody did. It was a clean slate. I started networking with other parking professionals and attended all the conferences.

1995 - a new concept was created called TDM -Transportation Demand Management strategies, it was innovative and progressive. TDM stated you can't build yourself out of a parking problem - which is what we had done in the past. It was getting too expensive and there isn't that kind of Real Estate. We worked with Mountain Line to provide bus passes. We had to get creative. We changed our mission to provide and manage parking AND parking alternatives.

2000 - A decade of public and private partnerships

Became aware of how unique we are. We are vertically organized and can be very proactive. We have good partnerships in the community. When I would talk to other communities they were surprised at how well we cooperate with other agencies. Built the main street structure, the highlight of my career. 1st Interstate Bank donated the land to us, we built the structure, and provided parking for the new Millennium building. The highest office building in Missoula other than the Wilma. It was a win-win for all involved and a good asset for our downtown. We had a long discussion over parking fines. Rod was the president of the Board at that time. In the end, we reached a good compromise and we came up with a solution that will serve Missoula for a long time. The Board decided to do a strategic plan - this was new for us. We needed a plan. In 2009 all those entities from the downtown decided to do one downtown master plan instead of individual plans. Up until then the MRA was doing great things, as was the parking commission but it wasn't all agreed upon and formalized. The downtown master plan formalized this. Out of this planning session we created a plan for the next 25 years - since its implementation. We have kept it active and meet annually and go through it, it doesn't just sit on a shelf. Dennis Burns who we met the year before was the parking consultant for the downtown at that time. That plan described our program as being effective and innovative and outlined 15 action items that would make our program better. We rolled up our sleeves and started ticking off all 15 of those items.

Which is why Park Place exists. We also needed to do online street parking using technology, and raise fines. We did all of those things and more.

2010 - A decade of action

Park place was built and won an award for the best parking structure. It put us on our map. People asked who was your architect who did the construction? We were proud to say we used a local architect and went with a local construction company. In 2014 we began the process to work on putting in new meters. We thought it would take one year but it took two years. We decided we needed to include the ticket management program which was the best thing we could have done.

In 2015 the International Parking Institute worked on forming accredited parking standards. It took them three years to bring people all over the world together to put together these standards. I (Anne) asked to be evaluated. They evaluated 15 other entities as well. Five of them were recognized as having an excellent parking organization and the Missoula Parking Commission was one of those five entities who were recognized. That was a tremendous recognition. Then I (Anne) passed the baton to Rod and Tiffany to work to keep the accreditation going.

You can see what hard work the Board of Directors and staff has done to get the organization where it is today and I want to thank you all.

Group thanks to Anne for the excellent historical overview.

Rod - Thanks Anne. Dalton has been working on our projection tool for us and they are here today to show us what that looks like.

Dalton - (projector showing display) Thanks Rod. It's always subject to change. I have an educational background in Engineering and Accounting. Jim came to me a couple months ago and said the Parking Commission would like a more comprehensive look at their cash flows. So what we did was take all audited financials from 2011 - 2015. The yellow means the subtotal, the red means the grand total. I did a trend analysis, I forecasted back going forward - I put values in. This 2016 was a forecast. JCCS has completed the compiled financials and it's in the audit process now. Tiffany and Rod have a good understanding of this. What it is, is a simple cash analysis. What is our anticipated net and revenue loss of 2015? New meters total value - 1.7 million (to install) and 10,000 a month in processing fees. This red means we really don't know and we need to take a closer look at it and use our best judgement, this value is an alert to be extra careful. The meter value is 0's across the board. Meter revenue was \$510,000 in 2015 and it keeps going up but it's hard to anticipate what it will look like going forward because we don't have a lot of actual data yet. Income statements and note issues have our change in restricted cash. Rod would like to add a savings account and create a stockpile of cash. Currently, I'm saving 80% of our net change in cash - about 2.3 million. If we go above 3 or 3.5 million we

aren't effectively using our cash. Right now we are a little lower which makes sense with our new meter expense. We want to keep in mind that our salaries have not been going up. The fundamental structure is changing. There will be additional hours related to the meters. We have talked about creating our salaries that reflects this.

Our parking ticket revenue has gone down. Currently, it's at \$158,790. There has been a lot of ticket forgiveness with the new meters so it might not be representative of a good model. How many tickets were written going forward could give us a more representative model.

Tiffany - The pay by phone items are coming in line. That's an additional \$5 a month per machine. We might replace the extend by phone option with the pay by phone option. For the time being it will be \$5 a month each (\$10 a month per machine) and we have over 100 meters. We also want to evaluate underperforming meters to figure out how the different meters are doing and it's easy to do that.

Dalton - The Parking Commissions has a robust item of accounts - you can expand these items. These items are value cells and can be changed. You can override the value based on your estimate economically speaking. The form will say who last edited or modified it. Then we won't have lots of versions floating around. Cash is a lot of our investments. Audited financials will show the amount that is actually in the bank.

Heidi - Do you have breakdowns of the different kinds of meter? And the permit parking on the street?

Dalton - You can see a code - this is a sum field. On historical data we have these meters - these are actual numbers.

Tiffany - What you see on there are all the meters in their various locations. This will also differ because we now have more lease spaces in the Woody lot. We also don't track on a route basis we track on a meter basis.

Dalton - As accounts change this will change as well. I have analyzed short term parking and added forecasted models here. As Tiffany said some of the lots Greyhound, etc. were changed from meters to lease lots. We might want to change our salaries based on total revenue. Going forward we have talked about having a dashboard. I will include your budget and actual. I will also include your KPI's. This target range I will change from target to budget and it will show you if you met it and by how much or if you missed it and by how much. I can send this monthly or quarterly, however you want it. We have some profitability indexes. It can be hard to understand a cash flow statement so I tried to break it down so that it's more user friendly. Then at the bottom this shows you your current net position. If you want some in-depth analyze I can provide that too.

Brenda sent me the 2016 financials. We don't have the September financials finalized yet. Nothing fundamental going forward has changed so it looks very similar to our last period. I will send this spreadsheet to Tiffany. Please explore it and let me know if you have questions or if you want me to change something. If Board members choose to do that (request changes) please go through staff. If you don't like the way something is forecasted or trending we can work on that. I will lock this down so you can't change it at will. There are some schedules that you don't want to change because they are actual numbers. If we throw off one of the analysis it will throw off the projection. I think this will give us a very good idea of where you are at financially.

Tiffany - Big thank you! This is extremely helpful and fun to look at.

Dalton - There are changes coming. After a couple months of data we will have a much better understanding and will get closer to actual numbers.

Anne - When we did the multi-rate machines we knew fines would go down. We don't want our revenue based on fines we want it based on lease lots. Fines play an important role and you don't want to have those fines go up. It creates ill will in the community. Meter revenue will go up and fines will go down as we get compliance. That's what we want.

Rod - The dashboard piece is going to show up at meetings and for you guys and the public.

Dalton - I've imported 10 years of prior data that I'm working with. It will be a great tool that is easy to understand. We have this room to work with. This will help us evaluate contracts going forward. I caution new readers because some things can be misleading. Once we have a final dashboard I'll give a quick rundown for everybody. Our current updated dashboard represents actual numbers. Our goal is for quality growth - where we grow without increasing our debt load. You are so close to getting to that quality growth - that is achievable. If you have questions going forward please let myself or Jim know. Jim is an expert on foundational knowledge. As far as technology goes I'm your point man. Once its set up you will be able to login and print reports, etc. You will have one login that Tiffany can share with all of you.

Dalton - Thank you for having us and thanks for lunch.

Rod - Tiffany created a thumb drive for each of you (Board Members) and she is going to go over what is on the thumb drive now.

Public asks to speak, there are about 6 people in the room waiting to speak.

John - Joe has made a motion to open up the agenda for additional public comment. We would like an opportunity for you to share. If you can share in about 15 minutes that would be great.

Morgan Sanden (employee at Bagels on Broadway) - I have been meaning to come down here and talk to you. There are a few things I'm having issues with the new meters. I just don't come downtown anymore between 9 a.m. and 5 p.m. There are other places I can shop where I don't have to pay. The meters have driven me away from shopping downtown. A few people like them and some people find them complicated. The fees are higher than me and the others would like. Based on the numbers I heard we brought in \$500,000 or so but if you add in the cost of the meters we are down from where we should be. I think we have fewer people coming downtown than we used to and businesses are suffering from that. I can't walk or bus to work because I work at 5 a.m. so the meters feel like a tax for being employed downtown and shopping downtown. When we hit a new year I will have been hit at \$250 more on parking fees but I don't make \$250 more. It makes working downtown undesirable. I understand these (the meters) are in place and we won't tear them out but as a consumer and employee downtown they have affected the way I interact with the downtown.

Sue Thompson (owner of Bagels on Broadway) - I am here to let you know it's not getting one bit better. We are in the 4th quarter and it's really sad. I have pages of parking meter surveys. There is an 83% disapproval and lots of people aren't coming downtown. There is no short term parking. People aren't meeting there they aren't coming. I am going to be blunt, I will be down roughly six figures it does not compute - I can't do it. We are struggling. This is the one thing that has changed (the meters). I hear it every single day. It devalues our business I can't even sell it. What if someone came and took their business away from you. Customers don't want to park a long ways away, pay a lot and walk to get a coffee and bagel. What it is doing to small businesses is really sad. People are moving out we can't do it.

John - to clarify you said there is no short term parking. Meaning no park and go parking anymore. Is that correct?

Sue Thompson - Yes the young people hate the meters they don't want to deal with it. They go other places with free parking. We have tried to get more people to come and they think nothing will change and they can't make it at noon. It's really sad and I think it might be the end of downtown. I know that's not what you're hoping for but you couldn't have done something more destructive and especially this particular type of meter. I know meters are needed but this particular type is a problem.

Gene - (Co-owner of the Missoula Import Market) our business is down about 25 to 30 percent. We are not getting our daytime business. People just don't like change but for the time being it's been really detrimental. For Sue they grab a coffee and bagel and go they don't want the hassle and expense of parking in order to do that. We can find parking we just don't like the parking meters and I can see how it has affected us. I think it's true for all of the retailers downtown.

Nancy - (Co-owner of the Missoula Import Market) - Our revenue is down. You will have a lot of parking if we (small businesses) all move out of the downtown. There is a meter on Ryman street in the middle of the block that makes it hard for anyone to walk past if someone is at the meter. Can it be moved back and turned the other way? More times people want to get through but they can't if someone is standing at the meter. I agree with everything everyone has been saying. No matter how nice your parking structure is no one will use it if there are no businesses.

Rod - We are getting closer to getting to a pay by phone system and additional signage so they don't have to worry about the screen.

Nancy - You should also put up a sign for where there is one hour free parking. If it's not already full.

John - Thank you! The public leaves. John - That was the right thing to do. Everyone agrees.

Tiffany - (An overview of what's on the thumb drives) A lot of what is on the thumb drives has to do with what Anne talked about. There is a spreadsheet that shows every ordinance that has been written since 1947, all the items that have been scanned in. If something is missing I can ask the Clerk's office and it's easy for them to find it. It's an electronic copy that the city has. As far as organizational structure, I have a vertically organized chart. It's an older version and we can only update it every fiscal year. On the thumb drive you can also find our bylaws which we updated in April. Also, our short and sweet Mission Statement is on the thumb drive and the jurisdictional folder has our resident parking permit information. If you want additional information or see any needed changes let me know. We don't just give out residential parking permits, each person needs to bring in information to verify they still live there. These cost \$15 for a year - only \$15 a year. Then we have our jurisdiction map. This shows the types of parking and everywhere we lease. Lastly, we have the accredited parking program. They have updated it since we were accredited and it includes structures now. We have older structures so there is a lot we need to do to be in compliance. Regulations, enforcements, independent site evaluator, surfaces being free from salt and water stains. That's all that is on here right now. The rate structure and rate is on their also. We start out at \$1 and end up at \$18.50. Breaks down what we do for lease spaces versus public parking areas. Pay by phone will be on here once we get that going. I'm always available for questions.

Rod - These documents will show us where we are at and what we need to work on. We had talked about mapping and that needs to get done via GIS coordinates. We are struggling to find interns to do this. We'll have all ADA spots delineated, proper distances shown etc. They will be paid as work study or otherwise. I am trying to work through the MDA to find an intern. Some of the people he had lined up got full-time jobs. I hope to have everything put together by spring time.

Tiffany - As of now each long term block is marked as a strip of yellow but it doesn't say how many spots we have and what side of the block they are on.

Heidi - I have more questions about the metered spaces. I am interested to know how many actual permits are out there that people own? How long is the waiting list? How often are permits issued?

Tiffany - The permits are non-transferrable so people have to turn them in. A business can be a leaseholder. Our central parking garage has a 20 year waiting list because the business gets that space and then they transfer the spaces within the business. But as an individual you would have to turn it back in.

Anne - I want to help you with some historical background. It is really important to maintain law firms and businesses downtown. We don't want to micromanage their permits. We did it on a case by case bases. If a business wants 10 spaces they get one (if one is open) but the individual on the list would get the next one - instead of the big businesses taking all 10 of the permits. Also, on a side note there is no notifications on the meters that you don't have to pay weekends and holidays and after 5p.m. Out of town people don't know to push the button which tells them this.

Heidi - Thanks Anne! I have an idea and I will talk to Rod about it later.

Anne - I was thinking I would duck out soon so you can fully discuss what you need to discuss without me here. This was my baby for 23 years but it's not anymore and I welcome change. If you want me to step outside at any time just let me know.

Rod - I know things might not operate the same but I don't think it's a worry. It would be helpful to have you stay Anne.

Steve - If we follow the rules for the road we will be fine.

Joe - I really enjoyed hearing about the history of the Parking Commission and in turn the history of Missoula.

Anne - This program is state of the art and leading the industry and strategically brilliant. People envy how our system is set up. Once there is a fractured horizontal structure it's really hard to go back in and recreate that structure and gain that authority.

Tiffany - There are 5 areas that don't have a wait list currently. We are basically at 100% capacity and have a waiting list of 10 or more people for many areas. In a few months all of that will be tracked with the T2 software.

Anne - You could raise the rate based on the waitlist and people who don't want to pay extra will figure something out. It is a good management tool.

Tiffany - When talking to other parking people five of them told us that if you have a waitlist you need to increase your rate.

Rod - We are in charge of public parking we want to do what's right for all of the public and not everyone is happy. If you do something you're impacting someone else. In my short tenure I have found even though you think you are doing good things you will get a call the next day that you impacted something in a negative way. Comes with the territory. I would like to have a talk about things to think about where we are going in 5 to 10 years. Even if that is just a conversation. Anne has apologized to me twice since I took this job. She got the rate increase, put the meters in and thought things would be so easy for me (Rod) and since then she apologized twice. I used to work in the banking industry and I experienced a ton of change. I worked for 5 banks but I never quit. I love solving problems and that's what I love about this job. Things that have come up are safety and security, realtors wanting to buy the Greyhound lot, developers want to have conversations, dealing with the details of the meters, and what equipment do we need to buy to manage what is coming in front of us. I have had 7 conversations about jurisdictions. I know how I feel about that. I see us as the Parking Commission not just for those red lines but for the city of Missoula. We never took that big step and helped to get those things done. Politically - the Hip Strip, the University, and Front Street - are on the table and there are meetings about them with Homeward and the Housing Authority. I know in my head where I would like to go but this is something the Board needs to weigh in on. The only way Park Place got built is we had 4 million dollars in the bank.

Anne - It wasn't appropriated so it was viewed as a weakness. Issue of restricted and unrestricted.

Rod - There is pressure on us to build and we need to be there or try to be there at some point in time and try to facilitate that. We want to move the SWOT analysis to follow our discussions. The tool those guys presented (Dalton) is going to help us tremendously. If you look at the ledges of some of our structures you will see chunks of cement falling off the building. Central park is dark and leaking. Women have called saying they want to get a job out of downtown so they don't have to park there. How to be a better representative to the community and the people we provide parking for.

Joe - I would like you to elaborate. What is your vision of the Mission, what is your pet project, what is your magic wand project? The ED follows the direction of the board but I want to see what you think about your role in parking for the downtown.

Rod - I hold my cards close to my vest. I'm waiting to see how the meters are settling in - revenue, public, safety and security, painted, re-lighting, maybe camera's. Just because of the cost we will have to go slowly on that. I don't want to spend money we don't have. I want to do these projects and get money together for reserves.

I went to a mid-town meeting. That said the parking commission should be an authority over more than just our jurisdiction. Two city council folks brought it up strongly and I took note.

Tiffany – From a public stand-point, people call and talk to us on parking all over the city that they want our opinion on things and what our regulations are. We tend to be peoples starting point. For anything, involving parking they come to us.

Rod - Right now the parking commission has some of the best staffing we have ever had. I think we are capable. We are open to growth. Salaries are a big expense so I don't want to hire any more people than we actually need. Technology will be our boom and bust. You don't want to write a ticket every time someone deserves one. You want to be seen in a good way. With technology no one will get away with a ticket. What area are we responsible for? On the hip strip I worked with Anne and it was contentious I am interested in looking into some of those things. We are developing areas in the downtown and beyond. The more private the ownership the better the tax base in the city. I come from the private world I tried my best to help small businesses start their businesses. I understand everything they are talking about - the people who spoke today and we are working on some of that stuff. I love a job where I'm solving problems.

Steve - We are going to carve out a 20 minute discussion. The issue in the room is having to do with the public's comments today on the parking meters. We need to bring everyone on board and at least understand where we are at with that.

John - I invite Joe to share what your concerns are and what you need to know more about.

Joe - My concern is how the staff is addressing concerns heard via public comment. I have problems with the kiosks. I waited for 5 minutes for the person in front of me to complete the kiosk. I think the most valid comment today was the lack of quick stop capacity. I work south of town. I feel strongly about downtown. My mission is to support and expand commerce activity in the downtown. I have trouble with a person at a kiosk paying a \$1 to get a cup of coffee. Is there a role for the board to continue the policy and direction? What is the option to revisit quick stop, pay by phone, - she (at Bagels on Broadway) wants to be able to say to her customers to park for just a moment. People are going to run in and not pay. Same behavior but different motivations now. Are we as an organization continuing to look at improving education? It went over like a lead balloon when Rod talked about pay by phone and eventually we will put up signs. How do we educate people how to use the kiosks? It is dissuading people to come downtown. We made a big investment we are not going to take them out. That is the way the

entire world is going. How do we educate the public, not dissuading people to come downtown, is there a quick stop option?

Steve - I see this as a weakness. Kiosk doesn't have quick stop, etc. Is the direction and how we overcome that atopic of the discussion or should we jump into strategic planning? I think we should dive into the strategic planning session and that will get fleshed out then.

Chamber - Once I heard from a business perspective that is information that I will be able to get to you. I'll reach out to our chamber members about the parking commission. We will have a survey - Do you see a decline in sales? How do you think the meters are affecting your business?

Anne - You have to be extremely careful with the wording of the survey. I know because I've made mistakes in the past.

Chamber. Yes. If we can see that every business that has a retail spot and their business is down year after year. We might be able to see there is something there. That the meters are a start of the trend, etc.

Pat - Who are we serving? Long term lease? Short term parking? Right now the residential piece isn't the driver.

Anne - Two years before doing the meters we did a huge public outreach program. We got people to attend and fill out surveys we had elderly, disabled, we tried to reach everyone.

Pat - I want to know who's driving the car and why they are parking. Are there other groups between short term and long term?

Tiffany - We are also serving a service base. People downtown who want to take a class. They want to park close and they stay for about an hour or an hour and ½.

Pat - So we have short term, service based, and long term parking. So when it comes to revenue what is our objective? Is it to build revenue? Build structure? Maybe we could offer the first hour for free, second hour free, etc. There is a valid message there we don't want to diminish our revenue but we also want people to be able to get in and out of downtown.

Heidi - I share their concerns for sure. In addition to those concerns I'm concerned about the retail employees as well as the people who work full time. As a health dept. employee many people who come to the clinic are low income and parking for appointments is a big deal for them. They can't afford a ticket. I would love to work with the city and county addressing the employee and client parking issues. I would love for us to find more cooperation with employee parking downtown and find ways to be more flexible and responsive. I think we are solution

oriented and we don't have the resources always but if we can find ways to find YES for the answer.

John - I agree with what has been said. I have heard these issues for a long time. What can be done that we are not taking action on? It's not all our problem. We would like to have hit and run parking I'm just not sure how to do that. Are we able to build more parking? Or make it more convenient for everybody? If we take care of one we take care of the other. If we can develop more we can resolve a lot of things.

Rod - I do have a solution to the quick stop. I took a trip to Seattle and Vancouver. I saw they had in the ground sensors of when someone is on top of them. It will tell you when someone has moved and will let us know. Its wireless. The hardware is expensive but doable. My plan is to get those and have loading zones and to see where we could do that. In the last month two things have come up the city is taking a look at ADA parking to identify spots. We are losing 26 spaces to become ADA compliant. Plus the space around those spots so we are really losing close to 50 spots. The city is looking at all intersections with higher deaths and incidents and they are going to make sure there is a no parking zone that is in compliance. You measure 20 feet from the crosswalk and you paint no parking zone. Which means we could lose 10 percent of additional parking. We want to be able to control the quick stops. It costs approximately \$300 a piece for the hardware, and more for the software. We are talking for quick stop.

Anne - The Kiosk offers 30 min for .50 cents.

Pat - Going to the kiosk, waiting in line, paying .50 cents for a quick stop is a barrier.

Rod - Quick stop was a topic in one of my first meetings. I want to make sure we do it right. If you aren't enforcing it, it would make it worse. Identify where the spaces fit - and try it out or it will be next spring otherwise.

Tiffany - 10-15 minutes is what people want for quick stop. Loading Zones have a 20 minute limit - many are permitted but some are open to the public.

Pat - I think maybe they are spread out and all over. Wondering how we will disrupt those.

Steve - We will wait on that one because we are in the weeds now.

John - I hope as you look as this technology we are thinking about snow and frozen streets.

Rod - I am ok if we miss a few days due to snow.

Rod - Revenue being down for a lot of retailers. We have the fortunate fact that there is a retailer that said his stores are down identical - in both the downtown and in his other location.

Steve - The goal today is to walk out of here with the top issues that we must focus on for the next three years. We will also focus on the next 12 months using a nominal group process. We will put it all out then we will do some affinity diagramming, pull them together, weigh them, and figure out what we want to work on. What's working what's a strength, what's a weakness? Then we will look at opportunity and threats and that will bring us to the community.

SWOT (Strength, Weaknesses, Opportunities, Threats)

Steve - Everyone write on post it notes - individually. Then we will lump and clump like items together on the large boards.

Strengths: (internal strengths)

Facilities:

Good parking industry to build on
Sufficient garage space visually
3 parking structures
Good facilities

Economic Development:

Opportunity for P.P.P.
More spaces coming online through private
Seen as leaders in the industry

Technology:

Utilizing a more comprehensive software system
Technology
New Technology
New Technology (Strength and weakness)
Technology
ERP (enterprise business management system) that can be expanded
New kiosks/meters

Organization:

Strong foundation/history
Being an enterprise component of the city
Independence in decision making
Public access to decision making
Strong organizational structure

Partnerships:

Relationship in city administration
Good relationships with all down town entities
Partnership with downtown partners
Good partners (MDA, MRA, City, etc.)

Good Neighbor:

Small enough to be a responsive change
Engaged community
Supports engaged community (grants)
General respect from the community

Board:

Engaged board
B.O.D.
Engaged board
Engaged Board

Financial:

Solid finances (I think)
Well managed finances
Strong financials
Financially solvent

Market Driven:

Strong downtown (jurisdiction)
Demand exceeds supply
Vibrant Downtown
Excellent bus service (no cost)

Culture:

Progressive attitude
Forgiveness
History of success

Work Force:

Smart staff
Dedicated staff
Engaged staff
Staff team work
Well trained staff
Excellent staff
Great staff

Weaknesses (internal):**Office Space (physical space):**

MCP Offices physically too small to grow.
Current office space

Rate Structure: (3)

Lease Rates
Shortage of long-term parking
Pricing structure
Mix of parking types (duration, location, expense)
Lack of flexibility for special parking needs (other than forgiveness)

Workforce Limitations:

Enforcement manpower & technology
Small staff
Small staff

Facilities:

Safety - security in some properties
Lack of definition of parking spaces without meters
Safety - structures
Maintenance backlog
Parking structures need improvements

**no current long range plan

Limited Cash:

Growth limited by ability to grow \$ reserves
Cash to build more structures
Limited cash reserves

Bad coverage ratio between 2-3

Outreach: (2)

Educating the public is challenging
Lack of ongoing marketing program
General lack of understanding about parking in community
Poor public image
Not enough resources for education campaign(s)
Public outreach
Signage/public outreach
Nobody likes parking
Key organization data not readily available

Public Perception:

Politically volatile
Perceived inequities in fee structures
Parking seen as punitive
Wrong perceptions re: inventory
Meeting high expectations
Wayfinding
Trying to please everyone

Tech: (3)

Kiosk implementation/direction
L.U.K.E. implementation - Roll Out...marketing/signs
Public perception of kiosks as “the enemy”
Rough transition to new meters
Technology
Time to use kiosk
Enforcement technology
Our new technology has limitations
Different software (two systems)
Ability to customize messages on LUKE
New Technology (also strength)
Limited Data

OPPORTUNITIES:

Steve - An opportunity or trend or something that is coming that will help us move forward. It's out of the organization but it's within our grasp. It's an opportunity with minimum expenditures and minimum effort could we use to improve revenue streams, partnerships, could be all kinds of things. What are the opportunities?

Tom:

MPC seen as a parking authority
Park & Ride parking outside the downtown
Further engage in Mountain Line
Influence zoning parking standards

Quick Stop:

Quick stop parking options
Parking options for quick stop

Technology: (10)

Pay by phone
Everything on 1 system (T2 preferable)
Training
Mobile technology
LPR
Technology
License plate recognition equipment
Parking technology is coming of age
Electronic interface with the public

Public Outreach:

Customer surveys
Yearly Stakeholder meetings (semiannual? quarterly?)
Revitalize Stakeholder group
Wayfinding
Better communication with businesses in the parking district
Take every opportunity to educate the public
Free outreach/media through MCAT city council, etc. neighborhood org/MDA)
Marketing Public Outreach
Better public outreach
Get to a point where people don't think/talk about parking
Marketing/outreach

Jurisdiction Expansion: (7)

Expand jurisdiction to help more citizens
Expansion - jurisdiction, staff, structures
Management of new lots and structures
Partnerships with private sector for management
Expand jurisdiction to grow revenues

Expansion of district
Use parking policy to grow downtown
Increase U district fees add patrols

Rate Structure: (1)

Profitable fee structure to admin non-owned lots and structures
Ability to change rate structure
24 hour parking more revenue
Flexible parking/Rate Structure

B.O.D. (own group)

Beautification:

Beautification
Ability to contract for future improvements

P.P.P. :(11)

Expanded use of public/private partnerships
P.P.P.
Political/civic relationships
Mgmt. of private lots
Build more structures downtown
Encourage - all investments in parking
Expand MTC management of private parking
Missoula County partnerships - fairgrounds
Development of L/T parking spaces lots of employees
Partnership with public for facility beautification
Current building room
Capitalize on the power of partnership

THREATS:

Steve - What is a threat that you need to be made aware of that could disrupt our ability to be effective in the future?

Construction Costs:

Construction costs
Future construction impacts on current lease parking

Politics:

City council turns against us

City take over MPC
Political climate/leadership

Supply Constrictions:

Loss of inventory
Lack of structured parking
Growth exceeds our resources

Technology:

Dependency on technology
Technology advances
Hacked payment system
Advances in tech make ours obsolete

Economy:

Economic resources
Economy takes downturn
Economic downturn
\$5.00 a gal/gas
Unstable economy
Economic recession

Threats to D.T.:

Public really isn't coming down town due to meters
Downtown is no longer "cool"
UBER
Private transport companies (uber, lyft)
Business leaving downtown
Large scale business exodus
Threatened retail business
Changing retail patterns
New Southgate mall draws people away
High level of customer dissatisfaction with LUKE surfaces continues

Liability:

Liability
Structure failure
Lawsuits
Safety and Security
Security

PART TWO:

Steve - Each person gets to write a 1, 2, or 3 for the three areas that you think the org. Should focus on for the next 36 months.

FOCUS FOR 36 MONTHS:

Steve - The main focus for the next 36 months is:

Technology - 10 (o) + 2 (w) = 12

P.P.P = 11

Jurisdiction Expansion = (7)

Public Outreach = 5 (o) + 2 (w) = 7

Rate Structure

FOCUS 12 MONTHS:

Staffing

Data modeling

Rate Structure - expand weekends/hrs, quick stop

Technology

DISCUSSION:

Joe - Technology has carried us to this point but it is also a weakness and a threat. It needs to provide enough information and management from our staff. Needs to not be hacked.

Pat - I agree with Joe.

The main things to focus on are - technology, then public private partnerships, then jurisdiction expansions.

Steve: the fewer things you have to focus on the more effective you will be. Take on three. Definitely not more than four.

Tiffany - I wanted to put outreach down but I didn't. It has come up a lot and it is very important that our outreach improves. We have a dedicated staff member who is also working on marketing and our marketing campaign. We have a Facebook page, she is doing posters, and pay by phone marketing. The city has a contract with M-CAT and we would to go and talk to Ginny about doing short PSA's about parking and using the meters. Can pay tickets online using our flex port site. The marketing we have been hitting hard and want to continue. We are making it a priority and want to make it happen. I have been concerned with how things are going and we are going

to change it. Our meters will be marked next week. We will work on the GIS maps. It is a concern that has come up and we are addressing it and we want your thoughts and suggestions.

John -Yay! It's exciting to me to hear that you are excited about marketing.

Tiffany - It makes our job easier because we can point the public to that information.

Rod - More than internet outreach. Will let us interface with the public about new technology that is coming up.

Heidi - I am interested in social justice we are great with disabilities but not good about economic needs. There is a feeling about the man is coming down on. I think we need to keep an eye on this. We need to be responsive to the general public or we will wish we had been.

Rod - There are a lot of programs downtown that allow us to give entities free parking.

Tiffany - As part of that marketing strategy when people want to know what that money goes to - maybe say that on the ticket or on a flyer.

Rod - I want to do some radio PSAs about that too.

Pat - Rate structure - economics to make it easy for people to want to come downtown and be downtown.

Steve - In the next 12 months are there three things that we should focus on that we haven't addressed.

Tiffany - Staffing is going to be a huge part of that. In order to field more calls, address maintenance, etc. Should consider before 3 years. Opens it up in knowing what we can do in the next 3 years.

John - Developing key models. At this point in time what is our ability to grow? The modeling is what will help us to know what we can accomplish in three years. We literally just got modeling.

Tiffany - Rate Structure includes quick stop, 24 hours, etc. It encompasses all of that.

Rod - A potential hotel in the Mercantile, The conference center - those will have to be gated and paid.

Pat - I would throw technology on there as well. On the one year plan as well as the 3 year plan.

Rod - The ability to manage additional structures - we will probably be involved in those structures. I want that well-oiled before any of those structures roll out. Cover spaces and parts of the day. Parts of that has to roll out within the next year.

Steve - Who is going to tackle these items?

Joe - I would like to see Rod synthesize what we heard today into a plan for one year and three years out. For areas of focus at 36 months and the one year mark.

Rod - I have a small question about jurisdiction. I'm assuming that you are thinking we need to move in that direction to help the different areas of town and be a resource for people.

Joe - All four of those pieces require action. They aren't about maintaining the status quo. Rod please bring these issues forward and take action and then check in with the Board to see if they are going in the right direction.

Steve - As long as the Board is ok giving the staff autonomy that should work.

Tiffany - Rod is the visionary. I got out of this meeting what I wanted. I know what to focus on now.

Joe - Consistent with Heidi's comment and my background. It is of great interest to me how you continue to address the difficulties of the kiosks. It is not insignificant if it gets to the City Council meeting then it is out of our control. We don't want to say this is how it is but how are we fixing it?

Rod - Some of that is not fixable.

Steve - I see outreach as a two way street.

Tiffany - I see it as a quarterly or annual stakeholder meeting. Send out surveys, ask for opinions and what we can do to make it better. What do they want to see, what are their suggestions? Marketing will make sure that they have the information to supply us with feedback.

Steve: Maybe go out to coffee with the five people that were here today.

Rod - I am good about being proactive. Example on Clay street I reached out to the guy that owns the apartments there. They already knew what was going on. Three irate men came in and by the end of the conversation he was feeding me the information. Reaching out and engaging with folks as much as you can ahead of time.

Tiffany - The people that are that angry are generally very passionate and want to help with the change.

Pat - Public outreach is a combination of great structure and making sure the public knows we are addressing their concerns and here's a solution.

Pat - The pay by phone option and the message that comes out. The answer is we can't do anything about it. Hope we can shift away from that.

Tiffany - We also want passport on there.

Steve - Thank you everyone! Wonderful work today.

Close at 4:30 p.m.