New Partners For Smart Growth

“Parking Management: How To Reform An Underperforming Municipal Asset”
Introduction

Arthur Noriega
Chief Executive Officer
Miami Parking Authority
Personal Background

- CEO at MPA since Dec. 1999
- Development Director from 1996-1998
- Valuable Background for return as CEO
- Familiarity with the operation, the politics and the constituency
Agency / City Background

- Finances
- Brand
- Politics
Finances

• From 1997 to 1999, total revenue grew from only 10.5 million to 10.8 million. Revenue growth had been fairly stagnant with annual growth at only 3%
Look / Style

G-1

G-2
Politics

- **Scandals:**
  - December 1996: Governor appoints state oversight board to resolve city’s financial crisis. (City’s bonds are reduced to “Junk” rating)
Politics (cont.)

– July 1997: City Commissioner is indicted on money laundering and mortgage fraud after only 9 months in office.

• At the time, it was considered the worst municipal financial crisis in the country. The late 1990’s were abysmal.
These were some tough hurdles to overcome. Where to start first?

- MPA first needed to be a stronger financial resource
  - Develop a plan
  - Set Goals
Goals

- Keeping them simple at the start was crucial since we were about to re-engineer the agency
  1. Grow revenues
  2. Begin an aggressive development plan
  3. Change public perception
Grow Revenues

• Become a better resource and revenue generator to the city
  – More creative and diverse income streams
  – Flexible and innovative rate structures
  – Third Party Management

• Increase bonding capacity

• “Parking should be friendly, never free”
Development Plan

- Transition from stand alone parking structures to mixed use / multipurpose projects
- Develop real estate driven sources of income
- Put in place an annual planning process and 5 year development plan
Development Plan (cont.)

- Identify locations in emerging neighborhoods for site acquisition
- Look for joint venture opportunities as a first option
Change Public Perception

• Focus groups revealed that the agency had a negative perception
• Known almost exclusively as the “Ticket writers”
• Business community saw MPA as a burden, not an asset
• Old institutional look
Key Components of “The Plan”

1. Upgrade Resources
2. Re-branding
3. Technology
4. Programs
Resources

• Talent
  – Employees
  – Consultants

• Financing
Talent

• “Why start with your Talent?”
  - Single most important resource
  - Only way to effect changes quickly and improve the organizational structure
  - New ideas and creativity
  - Allows for more comprehensive access to information by expanding the network. Better people, better network.
Improvements

• Turned over senior staff by 60% in first two years.
  – Recruited professionals with improved skills and experience in development, planning and operations
  – Increased investment in training and professional development by 120%
Formalized pool of consultants that incorporated multiple skill sets that complimented existing staff

Consultants were both local and national in order to provide a broader scope of experience

*MPA, over time, became recognized as an agency that developed its talent and we later became a “seed” organization.
The “Re-Brand”

- Changed the **look** and **feel** of Agency
  - Customer service
  - Secret Shopper
  - Logo
  - Signage
  - Advertising
MPA gets a makeover!

3 WAYS TO SAVE ON PARKING IN THE CITY OF MIAMI

- Quick-Visit Parking
- Miami Resident Discount
- Pay by Phone

For more information about these parking programs, visit www.miamiparking.com.
Expand Relationship with Media

- Hired an outside public relations / marketing firm
- Developed annual media plan
- Invited print, radio, television and social media representatives to all of our meetings and events.
- Increased Twitter and Facebook utilization
Technology

- MPA had always kept pace with the industry in terms of equipment; the goal was to become an industry leader.
- To do this, we had to commit resources that included people and money.
  - We expanded the IT staff by 50%.
  - Invested over $6M in revenue control and collection equipment, back office hardware and software.
  - New T1 and VOIP communication infrastructure.
New Payment Options
Improved and Increased Functionality of Agencies Website

- Design and look modified as logo evolved
- Function expanded
  - Parking locator
  - Payment platforms
  - Customer Service interface
  - Public relations
  - Procurement
- MPA was one of the first municipal operations in North America to develop a “pay by cell phone” program.
Programs

- Coconut Grove Parking Trust Fund
- Pay by Cell
- Residential Parking
  - Monthly
  - Visitor
  - Decal
Programs (cont.)

- Park and Ride
- CBD “Park and Shop”
- Centralized Valet
- Bike Sharing
The Results!

- Recent focus groups show an overwhelming change in MPA’s image. We are seen as an innovator and as being much more responsive.
- In the last ten years our revenues have grown by 150%. A substantial improvement over the marginal 3% growth in the 90’s.
Growth Through Development

• We built 5 surface and 3 multi deck, mixed use parking structures.

Oak Avenue Garage
Courthouse Center
Growth Through Expansion

- MPA embarked on a third party management program that grew our operational size by 30%.
- We began to consult for other municipalities
Professional Recognition

- 2004 IPI Award of Merit P&D Program
- 2006 IPI Award of Merit MVP Program
- 2008 IPI Parking Organization of the Year
- 2010 Builder’s Association Sub-Contractor of the Year
- 2010 FPA Award of Excellence for New Construction
Q&A