

# **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

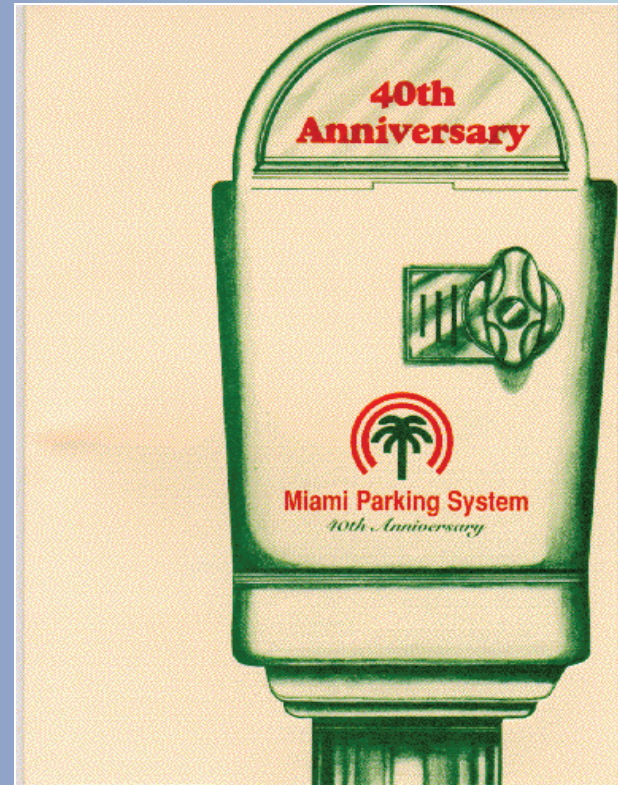


# Finances

- 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%



# Brand



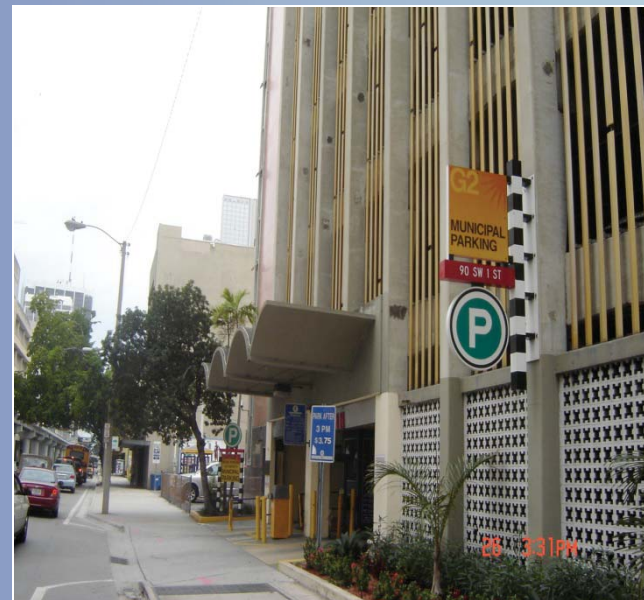


# Look / Style

G-1



G-2



# Politics

- Scandals:
  - November 1996: “Operation Greenpalm” Federal Government indicts several city officials for bribery and corruption.
  - 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.)*

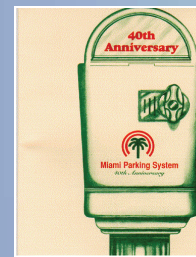
- Identify locations in emerging neighborhoods for site acquisition
- Look for joint venture opportunities as a first option





# 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%



## Improvements *(cont.)*

- 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](http://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

