



Appendix M

City of Stockton, CA, Parking Operations Assesment
Sample Parking Annual Report

2012 ANNUAL REPORT



missoula parking commission





{ TABLE OF CONTENTS }

3

INTRODUCTION

- A. Message from Anne Guest, MPC Director
- B. Message from Rod Austin, MPC Board Chair
- C. Why Parking Matters?

7

ABOUT THE MPC

- A. Purpose
- B. Overview
- C. Awards

8

PARTNERSHIPS FOR SUCCESS

9

CURRENT PROGRAM SUMMARY

- A. Overview
- B. Jurisdiction
- C. Organization
- D. Key Program Elements

13

FINANCIAL OVERVIEW

- A. Summary of Program Revenues
- B. Summary of Program Expenses
- C. 2012 Financial Statement Summary

17

PLANNING

- A. Parking Strategic Plan
- B. Strategic Plan Implementation
- C. Capital Investment Projects
- D. New Technology Investments/New Downtown-Friendly Policy Investments
- E. Other Planning Initiatives

20

LARGER COMMUNITY TRANSPORTATION SUPPORT

21

SUMMARY OF PROGRAM ACCOMPLISHMENTS

22

MPC BOARD





A Message from MPC Director, Ms. Anne Guest

The last several years have been filled with significant accomplishments for the MPC. Collectively, they have enhanced our overall parking program and have positioned the MPC to be a major partner for economic development in downtown Missoula.

One significant catalyst for these accomplishments has been the Downtown Master Plan that was approved by the City of Missoula (City) Council in 2009. An integral part of the Downtown Master Plan was the development of a Parking Strategic Plan that included the establishment of ten program guiding principles and a wide range of specific recommendations.

The Downtown Master Plan identified a core area in the downtown as a “retail hot spot” and recommended the development of a new parking structure at the corner of East Front and Pattee Streets. In response to that, the MPC along with the Missoula Redevelopment Agency successfully negotiated and financed a new parking structure, “Park Place”, at this location. It has been designed to support the First Interstate Bank Project while providing additional parking supply to serve the development of the Missoula Mercantile while also providing shared parking for the many evening and weekend events in Caras Park. Park Place will be completed by the beginning of 2013, adding 336 new parking spaces to our downtown inventory. It will be a tremendous asset to the Missoula community.

Most of the other Parking Strategic Plan recommendations have been completed, taking our parking program to a new level. However, there is more work to be done. One of the goals for this upcoming year is to replace the old mechanical meters with new multi-space parking technology that will offer an exciting array of new payment and user-friendly program options for downtown patrons.

I would like to thank our Board of Directors, our dedicated staff, and our community partners for their support and hard work over the past few years. We are very proud of our parking program and look forward to continuing to develop innovative and customer-friendly programs to support downtown Missoula as one of the most vibrant and exciting downtowns in the state.

A handwritten signature in black ink that reads "Anne P. Guest".

Anne Guest
Director, Missoula Parking Commission



A Message from MPC Board Chair, Mr. Rod Austin

The MPC is an active partner in many downtown and community interests, including being a significant partner in the Downtown Master Plan. Over the past three years we have worked hard at the many parking and mobility-related tasks associated with the Downtown Master Plan. The MPC has been a leader in keeping that plan relevant and alive through our community investments and on-going planning initiatives. The MPC has also embraced economic development as a core element of our overall mission in support of the downtown's larger strategic goals.

Key to this thinking is embracing an approach where parking is directly linked to and actively engaged with other local agencies and organizations whose primary objectives are downtown management and community development. This includes organizations like the Missoula Downtown Association and the Missoula Redevelopment Agency, City Planning and Public Works, and a variety of community mobility partners.

As part of our economic development mission, we want to stimulate future community development by leveraging parking development and strategic investments in land acquisition. These activities will include partnerships with other public agencies and/or private development and will encourage the creation of new mixed-use projects, the promotion of adaptive reuse and infill development, good urban design, and the creation of walkable and inviting "people places". The new Park Place project is a first step in this direction with the creation of street-level retail space in conjunction with needed parking infrastructure on the corner of East Front and Pattee Streets.

The MPC will also continue its leadership role in efforts to create a balanced parking and transportation system for the City. We will work closely with Mountain Line, Missoula In Motion, Missoula Ravalli Transportation Management Association (MRTMA) and other local agencies to develop a more integrated and comprehensive mobility management system for the greater Missoula community. This will be critical as Downtown Missoula works to build retail, residential, and employment opportunities. Supporting multiple modes of access is good for business, the environment, and the overall quality of life that makes Missoula a special place. The MPC is proud to be an active partner in the success of Downtown Missoula.

A handwritten signature in black ink, appearing to read "Rod Austin". The signature is stylized with a large, sweeping flourish at the end.

Rod Austin
Board Chair, Missoula Parking Commission

WHY PARKING MATTERS?

The International Parking Institute (IPI – of which the Missoula Parking Commission (MPC) is an active member) has a new ad campaign (“Parking Matters”) that succinctly sums up what every parking and Downtown management professional knows to be true. However, the specifics about “how” and “why” need to be conveyed much more broadly and effectively. Disseminating this information locally is a role that the MPC will embrace going forward. The MPC has a great story to tell about how it has emerged as a valued and professional “partner for success” in Downtown Missoula and the larger community that it serves.

One of the on-going goals of this new Annual Report initiative will be to educate the community as to the growing importance and impact of the parking profession in the world at large. The report will annually summarize emerging trends and recent advances in the areas of parking planning, design, technology, communications, governance, community engagement, and a more strategic approach to parking management.

In this inaugural edition of the MPC Annual Report, a special emphasis will be placed on four key areas that have been explored over the past couple of years by the MPC staff and its Board of Directors:

- **Emerging Technologies** – We have been exploring the dynamic role of emerging technologies and their impact on our ability to provide enhanced customer service and improved program management.
- **Integrated Access Management** – We continue to emphasize the importance of broadening our scope to include an integrated approach to parking, transportation and demand management programs as a means of delivering more sustainable community access strategies.



INTRODUCTION

- **Parking and Economic Development** – We believe leveraging parking as an important community and economic development strategy is an important role for the Parking Commission. Working with our community partners, we will continue to explore the application of various parking management and community investment strategies for the overall benefit of our community.
- **Strategic Parking Management** – The MPC was a key funding partner of the Downtown Master Plan project a few years ago. One of the major outcomes for the MPC was the development of our first parking program “strategic plan”. It was significant that this plan was an integrated element of the larger Downtown master planning process. Having this plan has been extremely beneficial in guiding the direction and annual work plans of the MPC. Most of the major priority action items within the strategic plan have been accomplished. Updating the MPC strategic plan is a priority for the Board in 2013.

Other areas of focus for 2013 will be our relationships with related associations and professional organizations. We will continue to explore the huge potential for shared benefits that can be realized through improved connections, shared resources, and enhanced community collaboration.

Ultimately, one of our key focus areas is to increasingly embrace our role in contributing to the overall “Downtown Missoula experience”. There is a growing respect for the complexity and multi-faceted nature of both parking and downtown management. Strategic communications, effective collaboration, and enhanced customer services are keys to success.

In early 2013, with the opening of the new “Park Place” garage at the corner of East Front and Pattee Streets, the community will see the realization of the largest single project to date from the MPC and the largest project to date to grow from the Downtown Master Plan.

To quote Oliver Wendell Holmes, Jr., “A mind that is stretched by a new experience can never go back to its old dimensions.” The MPC plans to keep on stretching!



ABOUT THE MPC

ABOUT THE MPC

PURPOSE

The MPC works with government, businesses, and citizens to provide and manage parking and parking alternatives. MPC identifies and responds to changing parking needs in the area for which it is responsible.

OVERVIEW

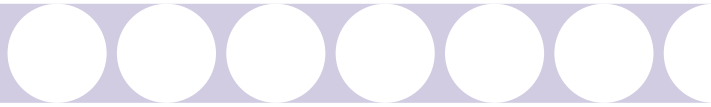
The MPC has for years been a well managed and progressive parking and transportation program. In addition to the management of significant on- and off-street parking assets, the MPC also actively participates in a variety of community transportation initiatives in collaboration with Missoula in Motion, Mountain Line (Missoula Urban Transit District) and the MRTMA.

AWARDS

As a key partner in a comprehensive downtown master plan, the MPC has been a community leader in master plan implementation, including the introduction of new “downtown-friendly” parking policies, new technology, expanded support for transit and transportation alternatives programming, and an aggressive investment in new parking infrastructure, despite an economy in recession.

- 2010 – The Missoula In Motion Best Practices Award Finalist was awarded to the Downtown Streetscape Consortium, which included the MPC.
- 2011 – The MPC was honored by the International Downtown Association highlighting the positive community benefits that can occur when a progressive parking and transportation management organization works collaboratively with downtown management groups, urban renewal agencies and the overall community.
- 2012 – The MPC was awarded the 2012 International Parking Institute (IPI) Award of Merit for its *“Integrated Downtown Master Plan and Parking.”*





PARTNERSHIPS FOR SUCCESS

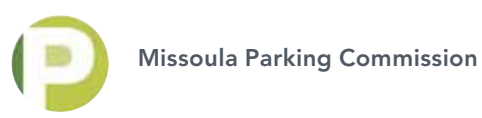
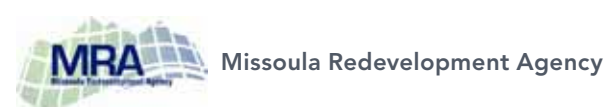
One of the characteristics that sets the MPC apart from most parking programs in the country is its level of community engagement. The MPC is involved in a wide range of community initiatives and is actively involved with almost every community development agency and significant institutional organization. According to MPC Board Chair Rod Austin, much of this credit belongs to MPC Director Anne Guest, however, she also has strong support from the MPC Board of Directors who clearly see the value of strong community engagement.

There are strong and effective working relationships between the MPC, the primary downtown management, redevelopment, transportation, and other City agencies whose job it is to make Missoula a world class community.

The MPC is also actively involved with the University of Montana, Hellgate High School, St. Patrick's Hospital, the Hip Strip Neighborhood, Missoula In Motion, Mountain Line, and the MRTMA, just to name a few.

This type of consistent, high level engagement helps ensure that the parking program is connected, better understood, and respected as a community partner and leader.

The MPC is not only engaged in the planning and operational contexts, but they have proven to be an effective contributor in the community and economic development arenas as well. Early in 2013, the community will be invited to the grand opening of the MPC's largest capital project to date—the new Park Place garage.



CURRENT PROGRAM SUMMARY

OVERVIEW

The MPC is the city department responsible for parking operations, maintenance, and enforcement within Missoula's central business district (CBD) and around the University of Montana. The MPC oversees 15 parking facilities in the downtown core, the Residential Parking Permit Program (RPPP), meter collections, maintenance and enforcement, and the issuance of permits for disabled, commercial, and loading zone spaces. The MPC has established itself as more than just an organization that provides parking for vehicles. The MPC is striving to be an active and collaborative partner with other organizations to develop and promote strong parking, transportation alternatives and transportation demand management strategies.

JURISDICTION

The MPC's jurisdiction includes two basic areas:

- The Central Business District, including the area downtown where the meters are located
- The Residential Parking Permit Program (RPPP), adjacent to the University of Montana

ORGANIZATION

The MPC is governed by a Board of Directors consisting of five members with four-year terms. The Board members are recommended by the Mayor and approved by the City Council and are required to be residents of the City. The Parking Commission works in coordination with the City Council to further the transportation and economic goals of the City, especially the downtown.

The City of Missoula's parking organization is "vertically integrated" under the leadership of the MPC Director. (i.e., on-street, enforcement, off-street operations and planning are managed as one unit). The Director reports to the MPC's Board, and the position also serves as an ex-officio board member of the Missoula Downtown Association. The MPC Director also takes counsel and advisement from the Missoula Redevelopment Agency (MRA).

The MPC is comprised of eleven full-time equivalent (FTE) employees and one half-time employee under the following operating and service entities;

- Administrative Group (4 FTE)
- Parking Enforcement Group (3 FTE)
- Parking Operations / Maintenance Group (3 FTE)
- Booth Attendants (1.5 FTEs)

The parking Operations/Maintenance and Administrative groups are the largest sections each with approximately 36% of the staff, while the Enforcement Group comprises approximately 28%. Each Group has clearly defined tasks and responsibilities under the leadership of a supervisor who reports to the MPC Director.

KEY PROGRAM ELEMENTS

Overall Parking Resources

The MPC manages approximately 3,000 on-street and off-street downtown public parking spaces of which 11% were provided in structured parking facilities (not including the new Park Place garage scheduled to open in early 2013). The table below provides a breakdown of parking spaces by type.

MANAGED MPC PARKING RESOURCES OVERVIEW				
	Number of Facilities	Spaces	% of Total Spaces	Number Permits Issued
OFF-STREET				
SURFACE LOTS	13	787	26%	627
GARAGES	2	325	11%	280
TOTAL OFF-STREET	15	1,112	37%	907
ON-STREET				
METERS		1,075	36%	N/A
RPPP		820	27%	1,100
TOTAL ON-STREET		1,895	63%	1,100
TOTAL ON-STREET AND OFF-STREET		3,007	100%	2,007

Off-Street Parking Facilities

In 2012 the MPC owned/managed two parking structures and 13 surface lots. Three surface lots (Greyhound, Caras Park, and Woody) allow hourly parking through the use of meters and contain a total of 45 meter spaces. All other surface lots are designated for monthly parking.

On-Street Parking

There are a total of 1,075 metered on-street parking spaces in Downtown Missoula, 820 Residential Parking Permit Program (RPPP) spaces near the University of Montana, and an additional 714 on-street spaces that are unsigned, signed with time limits, or designated as loading zones.

The table below summarizes parking spaces by type and area.

TOTAL PARKING SPACES BY TYPE/AREA				
	OFF-STREET		ON-STREET	TOTAL
	PUBLIC	PRIVATE		
DOWNTOWN CORE	631	1,433	872	2,936
E. DOWNTOWN	51	396	499	946
FRONT STREET	37	652	125	814
CARAS PARK	300	134	31	465
HIP STRIP	93	611	368	1,072
TOTAL	1,112	3,226	1,895	6,233

Residential Parking Permit Program

MPC’s RPPP zone is shown in the figure below. The MPC’s jurisdiction includes 820 residential parking permit spaces adjacent to the University of Montana.

New Facility Development

One of the primary responsibilities of the MPC is to plan for, finance, and construct new parking infrastructure.

Having been a good steward of parking revenues for many years, the MPC is excited to be opening their newest and largest parking facility to date with the new Park Place garage in early 2013.

On the following page are a few photos tracking the progress of the garage from the earliest days of construction.





Photos of the Park Place Garage during construction



FINANCIAL OVERVIEW

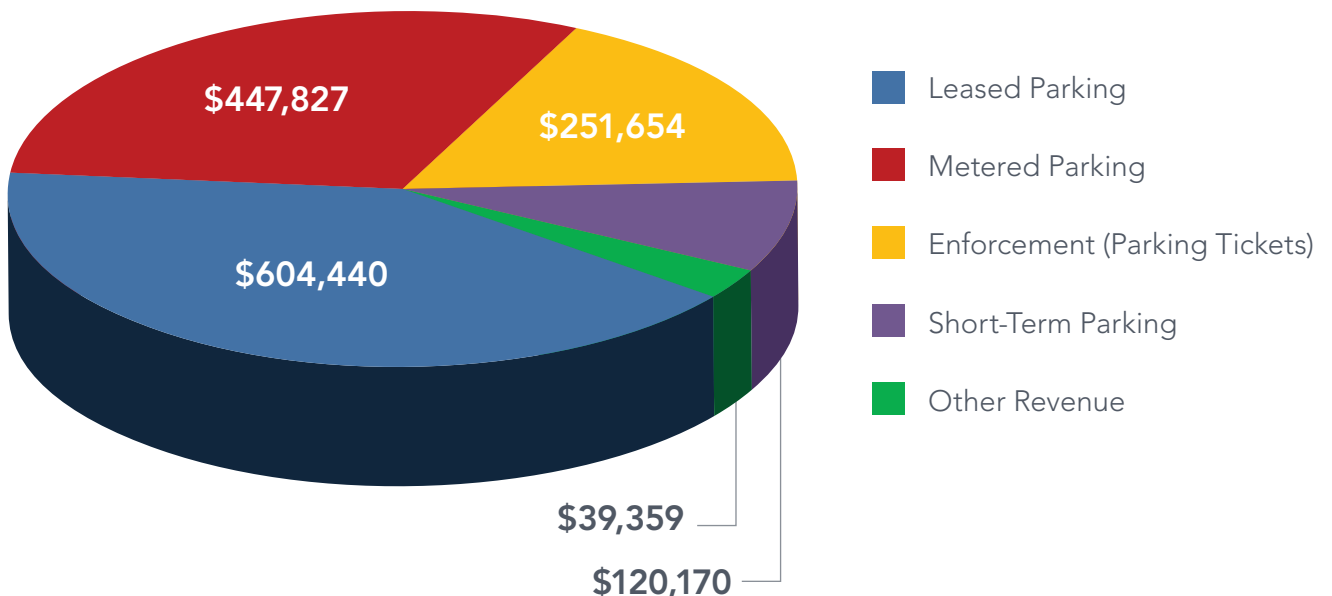
From a high level perspective, the parking program’s financials can be summarized into two major categories – “revenue by type” and “expenses by major categories”. These two categories of financial data are summarized below:

REVENUE BY TYPE

The figure below illustrates the MPC’s FY 2012 revenue budget. This figure breaks out revenues by category; excluding non-parking related revenues. Based on the FY 2012 data, the “leased” and “metered” revenue categories generate the majority of the program revenue.

REVENUE BY MAJOR CATEGORIES

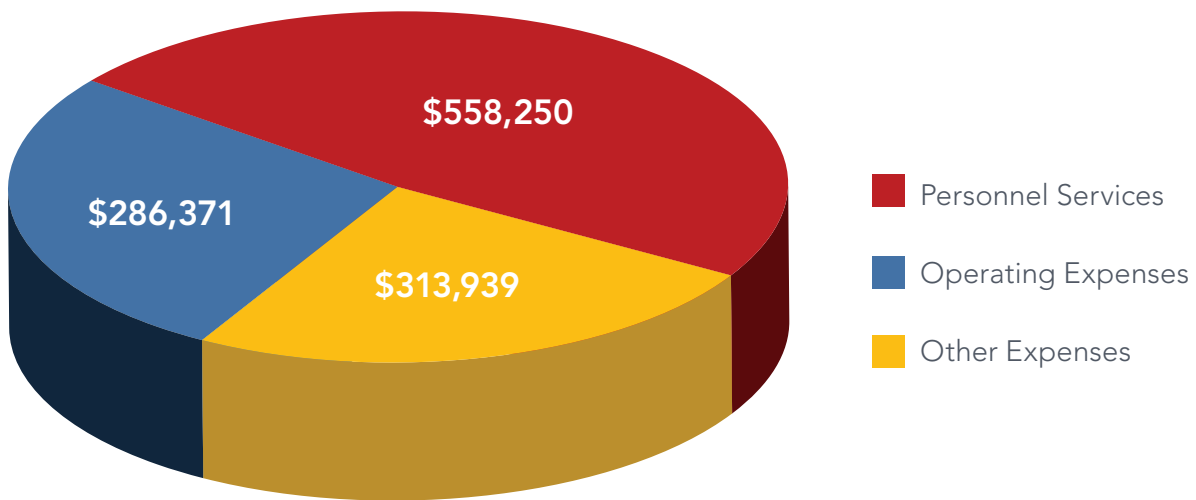
Leased Parking	\$604,440
Metered Parking	\$447,827
Enforcement (Parking Tickets)	\$251,654
Short-term Parking	\$120,170
Other Revenue	\$39,359
TOTAL	\$ 1,463,450



EXPENSES BY MAJOR CATEGORIES

The amended 2012 MPC expense budget totaled \$1,158,560. The “Personnel Services” category accounted for largest percent of the expenses (48%) followed by “Other Expenses” (27%) and “Operating Expenses” (25%). A more detailed breakdown of expenses is provided on the following page.

Personnel Services	\$558,250
Operating Expenses	\$286,371
Other Expenses	\$313,939
TOTAL	\$1,158,560



On the following page is a summary of the audited financial statements of the MPC dated June 30, 2012. The draft financial statements were prepared by the firm Junkermier, Clark, Campanella, Stevens, PC of Missoula, Montana and were submitted to the MPC Board on August 9, 2012.

MPC EXPENSES – JUNE 30TH, 2012

PERSONNEL EXPENSES

Salaries	\$384,846
Employer Contributions	\$173,404
TOTAL PERSONNEL EXPENSES	\$558,250

OPERATING EXPENSES

Outside Labor	\$5,750
Office Supplies	\$7,059
Operating Supplies	\$10,720
Special Clothing	\$2,581
Gas and Diesel	\$7,524
Postage and Freight	\$14,745
Printing - General	\$8,676
Printing - Tickets	\$12,582
Publicity and Subscriptions	\$2,711
Business Promotions	\$15,419
Transportation Demand Management (TDM)	\$21,000
Electricity	\$39,008
Water	\$(2,194)*
Telephone	\$4,797
Garbage	\$1,467
Prof. Fees Misc.	\$35,158
Prof. Fees Acct.	\$18,018
Prof. Fees Audit	\$11,165
Central Park Security	\$5,478
State License Inquiry	\$905
Internal	\$11,488
External	\$13,289
Parking Structures	\$8,077
Bank Street Repairs	\$63
West Broadway	\$7,650
Bridge	\$6,986
Midtown Lot	\$4,950
Travel and Per Diem	\$1,073
Education and Training	\$395
Collection Bureau Expense	\$1,283
Property Taxes and SID	\$8,482
Bank Charges	\$66
TOTAL OPERATING EXPENSES	\$286,371

*Refund for non-functional water line

MPC EXPENSES – JUNE 30TH, 2012 (CONTINUED)

OTHER EXPENSES

City Contract	\$149,812
Bond Interest Expense 2010A	\$11,759
Bond Amortization Expense	\$18,718
Depreciation/Amortization Expense	\$133,650
TOTAL OTHER EXPENSES	\$313,939

KEY FINANCIAL METRICS (5 YEAR COMPARISON)

	2012	2011	2010	2009	2008
Total Parking Revenue	\$1,463,450	\$1,306,657	\$1,402,318	\$1,439,912	\$1,475,308
Total General Expenses	\$844,619	\$947,789	\$858,587	\$920,786	\$1,005,428
Total Other Expenses	\$313,939	\$337,451	\$323,057	\$338,455	\$302,734
Net Operating Rev/(Loss)	\$280,171	\$3,150,417	\$276,873	\$347,809	\$331,700

CAPITAL PROJECT – PARK PLACE

Cash Reserve Fund	\$2,500,000
Revenue Bonds (supported by parking revenues)	\$4,500,000
Missoula Redevelopment Fund (MRA) TIF funds	\$3,000,000
TOTAL CAPITAL	\$10,000,000



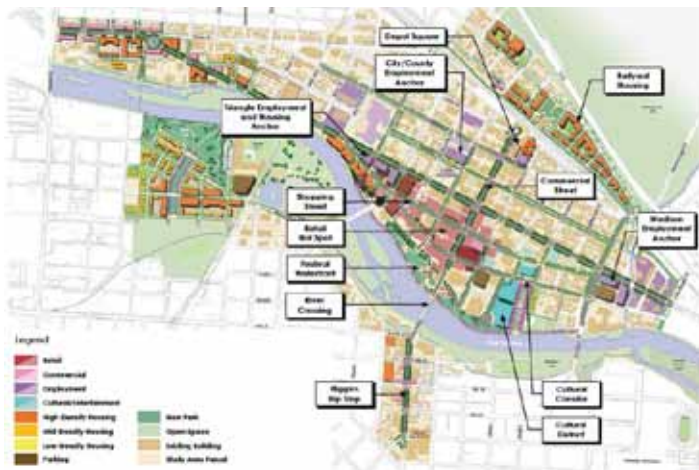
PLANNING

PARKING STRATEGIC PLAN

As mentioned in the introduction, the development of a Parking Strategic Plan as an integrated element of the larger Greater Missoula Downtown Master Plan was an important planning element for the MPC. The MPC adopted a strategic framework of ten Guiding Principles as part of the 2008 plan that aligned parking philosophies and programs with the larger downtown strategic goals and objectives.

The following nine primary action plan items formed the initial MPC work plan:

1. New Parking Facility Planning and Development
2. Adjust Parking Rates and Fines
3. Invest in New Parking Technology
4. Continue to Support and Invest in Multi-modal Access Strategies
5. Develop More Open and Collaborative Public Processes
6. Focus on Economic Development Support Strategies
7. Implement Recommended Retail Parking Strategies
8. Parking Program Growth/Expansion
9. Parking Program Marketing



Seamless integration of Downtown Master Plan and Parking and Transportation Strategic Plans



STRATEGIC PLAN IMPLEMENTATION

The MPC moved quickly to implement its primary strategic plan action items and generate momentum for overall Master Plan implementation.

The strategic plan implementation involved transportation, parking and access elements that led to improved economic development and renewed vitality of Missoula's downtown.

CAPITAL INVESTMENT PROJECTS

The most significant parking program action item was an initiative to embark on a capital investment program to support the overall Master Plan development strategies. This program, while stretching parking program finances, is currently being implemented and the new Park Place garage is the largest single Master Plan implementation project to date.

The investment in a multi-million dollar design and construction project in the heart of a recession was both important and smart. This investment generated jobs in the local economy when it was most needed and leveraged their capital assets while design and construction services were at the lowest prices in decades—creating even greater project value.

The new parking structure project has generated an exciting and original design that incorporates good urban design principles, sustainability elements as well as creative façade treatments designed to integrate the structure with the surrounding Montana environment.



NEW TECHNOLOGY INVESTMENTS/NEW DOWNTOWN-FRIENDLY POLICY INVESTMENTS

In addition to the new parking garage, several other investments in new technology and management programs were initiated. Some these investments included:

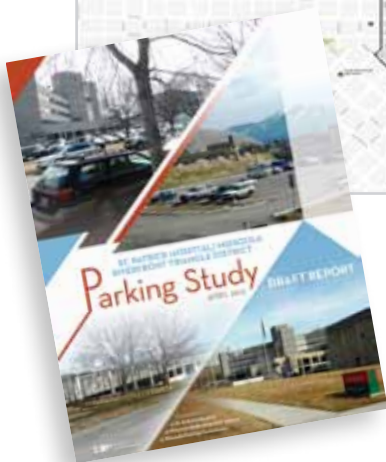
- A pilot program to replace 40 old mechanical parking meters on North Higgins Avenue with new credit card enabled meters
- Implementation of First Hour FREE Parking in Central Park Garage to compliment the existing validation program
- Replacement of old parking pay-stations in New Park lots and the Bank Street Parking Structure
- Adjusted parking rates to support parking capital infrastructure investments
- Implemented new fine structure in 2012



OTHER PLANNING INITIATIVES

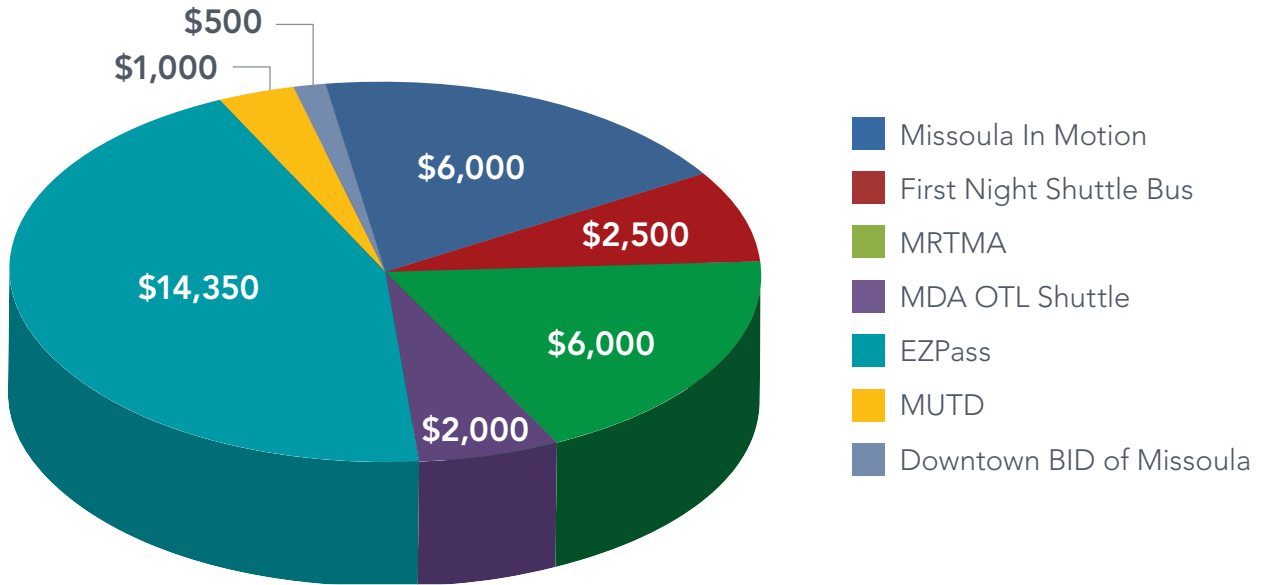
The MPC partnered with the Missoula Redevelopment Agency and Providence Health and Services – Montana (St. Patrick Hospital) to fund a parking study for the “Riverfront Triangle Urban Renewal District” (the “District”) and the adjacent St. Patrick Hospital campus located in Missoula, Montana.

The overall goal of this project was to assist St. Patrick Hospital, the MRA, and the MPC in assessing current and future parking needs related to the development of the District and a defined area adjacent to the district. The study area included the main campus of St. Patrick Hospital and the neighborhoods to the north and northwest of the hospital.



LARGER COMMUNITY TRANSPORTATION SUPPORT

The MPC actively participates in a variety of community transportation initiatives in association with Missoula in Motion, Mountain Line and MRTMA. In 2011, MPC funded approximately \$32,350 to support Transportation Demand Management (TDM) efforts.



Missoula in Motion runs the TDM program. The program is designed to help businesses and employees save money and time while helping to maintain the quality of life in Missoula. The TDM programs help curb parking costs, improve employee productivity, realize tax benefits, and free up spaces for customer parking. Currently 4,835 members are signed up for the Momentum program.

The MRTMA works in conjunction with Montana Department of Transportation to develop comprehensive transportation alternatives to reduce traffic and parking congestion. MRTMA provides transportation choices for citizens of Missoula, Ravalli, and Lake Counties, including employer TDM programs, carpool and vanpool programs, guaranteed ride programs, school outreach, and park and ride sites.

Mountain Line is the public transit agency, providing service to Missoula and the University of Montana. Mountain Line operates fixed-route and para-transit bus service in and around Missoula and offers a car free way to get around Missoula. Service between downtown and the University of Montana has helped both areas address parking and congestion issues.



SUMMARY OF PROGRAM ACCOMPLISHMENTS

- Participation and funding support for the Greater Missoula Downtown Master Plan by the MPC was a significant and important investment that is paying positive dividends for the agency and the downtown.
 - The significant community engagement process has created strong momentum and a consensus for action.
 - The investments made by the MPC are helping keep Master Plan momentum alive and are helping to stimulate new economic development opportunities.
-
- Investments in new parking technology are creating positive downtown customer service enhancements.
 - The strategic decision to reinvest parking system revenues to support downtown development projects is an important practice that will have long-term positive impacts on the downtown.
 - By adopting a more strategic approach to downtown access management, the MPC is positioned to be a more engaged and effective downtown community member as well as being an active partner in community and economic development.
 - The MPC should be applauded for its progressive strategy to supporting an integrated approach to parking and transportation alternatives.
 - The MPC has moved quickly and aggressively to implement its primary strategic plan action items and has thus adopted a leadership position within the downtown community.
 - The investment in the new Park Place garage is the largest and most significant project-to-date for the MPC. The timing of this multi-million dollar design and construction project, during the heart of a major recession, helped to generate local jobs and boost the local economy when it was most needed. The MPC's quality management and fiscal prudence over many years has resulted in this important investment in downtown Missoula; an investment that reflects the organization's growing focus on being an engaged and contributing community partner in the area of economic development.





MPC BOARD



Ms. Anne Guest,
MPC Director



Mr. Rodney Austin,
Board Chair



Ms. Theresa Cox



Ms. Carol Williams



Mr. John Smith



Mr. John Roemer





DOWNTOWN
MISSOULA



missoula parking commission

128 W. Main St. » Missoula, MT 59802 » ☎ 406.552.6250

