Greater Missoula Downtown Master Plan

Task Report # 3:
Parking Program Guiding Principles & Parking Strategic Plan

Final Report

March 5, 2009

Greater Downtown Missoula Master Plan
Task Report # 3
Parking Program Guiding Principles and Strategic Plan – Final Report
Missoula, Montana
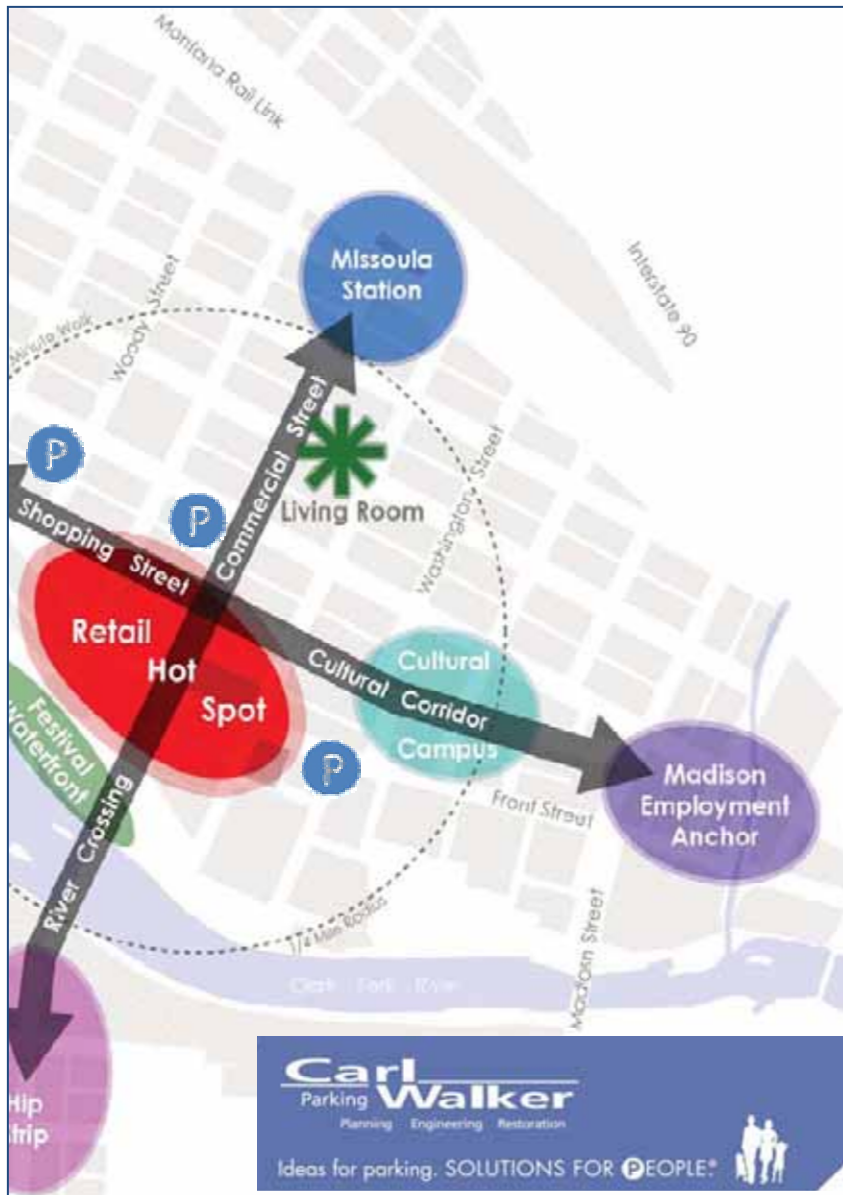
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Note: (Incorporates stakeholder review comments as of 02/16/09.)

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INTRODUCTION

The Greater Downtown Missoula Master Plan project, led by Crandall~Arambula, included an in-depth assessment of parking and transportation. The parking and transportation assessment was provided by *Carl Walker, Inc.*   This document is the third and final parking and transportation "task report" and focuses on the development of a forward looking "parking strategic plan".

Task Report #1 provided an overview of the current parking management program and also included an analysis of parking supply and demand within the defined study area.

Task Report #2 focused on the future parking needs specifically related to the development of the "Retail Hot-Spot" concept that emerged as a central element of the downtown master plan. Future parking needs were defined based on projected land use assumptions. Primary parking development sites were identified and a recommended retail parking strategy was proposed for downtown Missoula.

A series of community input meetings were held in Missoula to focus specifically on parking issues. These meetings were held on August 6th and 7th, 2008 and were well attended. At these meetings the results of the initial analysis work was presented and discussed and a preliminary set of proposed parking program "Guiding Principles" was presented. In general, the proposed guiding principles were well accepted and the stakeholders appreciated the comprehensive and strategic approach reflected in the presentation. Some minor modifications were made, based on specific comments. Most of the comments that were made related to specific issues and concerns that will be addressed in the recommended action items section presented later in this report.

Parking and Transportation Strategic Plan Organization

This report maps out a recommended strategic plan for the Missoula Parking Commission (MPC). Following the public meetings noted above, the "Guiding Principles" were also presented to the MPC Board of Directors where they were accepted as the basis for the strategic parking plan. This parking and transportation strategic plan is organized by the 10 guiding principles which are intended to form the strategic framework of the plan. Under each principal are a set of recommended action items with a comment on the intended result of each item.

For some of the recommended action items, supporting documents or tools are provided. These supporting documents and tools are included in the task report appendices. Where applicable, references to the related tools are noted by appendix letter under the recommended action items.

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PRIMARY ACTION CATEGORIES

Organized under the strategic framework of the 10 Guiding Principles are a host of specific action plan recommendations for the MPC to consider. Many of these are supported by additional documents and specific tools.

However, the following are considered the primary action items that the MPC should address in the short to mid-term to help promote the overall objectives of the Greater Missoula Downtown Master 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**

Each of these major parking program initiatives are expressed in more detail on the following pages. Each primary action item is summarized into the following format:

- Action Item Description
- Background
- Recommended Next Steps
- Issues/Opportunities

- Responsible Party(ies)
- Related Projects
- Timeframe/Status

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Action Item Description:

1. New Parking Facility Planning and Development

The planning and development of additional parking to support future downtown investment and "Retail Hot-Spot" enhancement is seen as a critical infrastructure investment strategy to support and promote the downtown master plan's economic development goals.

Background:

The Downtown Master Plan identifies 2 primary sites for new parking development. The site at the corner of Front and Pattee is seen as the first priority. This site has several positives, including: well located to support the "retail hot-spot", it supports the First Interstate Bank project, it provides good shared parking uses related to potential developments in the cultural district as well as for the hotel and for evening/weekend events in Caras Park.

Next Steps:

- Assess site acquisition/right of way issues
- Assess MPC bonding capacity
- Project parking deck construction and operating costs
- Assess parking deck demand and revenue potential

Issues/Opportunities:

- Site acquisition/right of way issues
- MPC bonding capacity
- Key economic development strategy
- Supports recommended retail parking strategy
- Promotes shared parking

Responsible Party(ies):

- Missoula Parking Commission
  - o Springsted Financial Advisors
  - o Carl Walker, Inc.
  - o Missoula Redevelopment Agency
  - o First Interstate Bank

Related Projects:

- Retail Hot-Spot Development Plan
- First Interstate Bank
- Cultural District Development Plan
- Potential Caras parking modifications
- Development of parking structure design guidelines

Timeframe/Status: (Need adjusting)

Date:	Activity
Q4 2008	Site acquisition assessment
Q4 2008	MPC bonding assessment
Q4 2008	Revenue & expense assessment
Q4 2008	Deck feasibility determination
Q1 2009	Parking structure design guidelines
Q1 2009	Deck design (if feasibility confirmed)

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Action Item Description:

2. Adjust Parking Rates and Fines

Three major assessment factors were evaluated as part of our recommendations related to parking rates and fines. They included:

1. A review of the parking rate and fine history in Missoula (the initial meter fine has not in been raised in more than 30 years).
2. A regional and peer city market rate analysis conducted by *Carl Walker, Inc.* as part of this study.
3. The context of the recommendations of the new Downtown Master Plan.

Key Principles:

Key principles to guide policy and rate setting decisions:

- Prioritization of on-street spaces for short-term customer/retail parking.
- Due to their greater convenience, they should demand a higher value.
- On-street parking rates should be higher than off-street parking rates. Always keep this primary rate relationship in alignment.
- The primary goals of rates, fines and enforcement are to promote the turnover of these valuable spaces for the benefits of the merchants and other businesses downtown.
- Rates are a primary market based tool for promoting desired behaviors / outcomes. The key outcome related to on-street parking should be a target on-street space utilization of approximately 85%. Rates and fines should be adjusted to achieve this outcome.
- Revenue should not be a primary goal.
- The primary issue to be addressed is long-term parkers taking up what should be a short-term space. Focus on this issue.

Background/History:

1971 – The Missoula Parking Commission (MPC) was formed and the fine for a meter violation was $2.00. It was probably that amount much earlier (50's) but documentation has not been found to prove it. It is known that meter violation fines have been $2.00 for at least 36 years.

1996 – Parking consultant, Larry Donahue, recommended that MPC's fines be increased especially the $2.00 meter violation. He recommended it be raised to $5.00 if we increase our meter rate which was .20 per hour to .30 per hour. Five years later the MPC increased it to .50 per hour which should bring a higher fine i.e. $10.00.

1998 –The MPC proposed an increase from $2 to $5. After many months of heated debate, the Parking Commission compromised and agreed to the current escalated fines structure that increases each violation for the second and subsequent offense each day while keeping the $2.00 meter violation.

2000 – Parking consultant, Bob Andrews, recommended that the MPC's fines be increased and said that the $2.00 meter violation should be increased to $10.00.

2007 – Several new fine proposals were submitted by the MPC throughout the year but the fines issue was not resolved.

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Action Item Description:

2. Parking Rates and Fines (Continued)

Background/History: (Continued)

Late in 2007, Dennis Burns of **Carl Walker, Inc.** was brought in to review the fine increase proposals by the MPC and introduced a third approach, based on a model used in Fort Collins, CO.

2008 – A decision was made to postpone action until the matter could be considered in the light of the larger downtown master planning process.

Placed within the context of the Downtown Master Plan, as well as the regional/peer city rate survey, it seems clear that parking rates and fines should be increased and the revenue used to support additional downtown parking investments.

Recommended Parking Rates:

Increase On-Street Parking Rates:

Type	Current	Proposed
2-Hr. Meter	$0.50/hr.	$1.00/hr.
10-hr. Meter	$0.25/2.5 hrs	$0.50/2.5 hrs.

- Maintain free on-street parking on Sundays, but charge and enforce on Saturdays.
- Maintain current enforcement hours (9:00 am to 5:00 pm)

Increase Off-Street Parking Rates:

Transient Parking Rates:
In Garages/Lots: First Hour Free
$1.00 per hour thereafter up to a $10.00 daily maximum.

Monthly Rates:
In Garages: Increase to $75.00/month
In Surface Lots: An increase in surface lot parking rates is also recommended. The specific lot increases may vary depending on lot conditions and demand, but in general should be similar to the recommended garage rate increases on a percentage basis.

Recommended Parking Fines:

Adjust Parking Fines:
Implement a tiered parking fine model to be more forgiving to occasional violators and harsher on repeat violators ("the real problem").

Meter Payment Violations:
- First Violation: $2.00 (Current Rate)
  Keeping the already low first violation rate (still the least expensive of all surveyed cities) is in recognition of larger financial commitments needed from the MPC related to the recommended parking investments in the downtown master plan.
  o This low fine could still be characterized as a warning ticket and should include an educational insert on how parking fines work in Missoula.
- Second Violation: $ 10.00
- Third Violation: $ 15.00
- Fourth Violation: $ 20.00
- Fifth Violation: $ 25.00 and
- $25 - For every ticket over five

Overtime Violations:
- First Violation: $ 5.00 (Current Rate)
- Second Violation: $10.00
- Third Violation: $15.00
- Fourth Violation: $ 20.00
- Fifth Violation: $ 25.00 and
- $25 - For every ticket over five

Improper Parking: $20.00
(See Appendix P – "Regional Parking Market Rate Survey Summary".)

It is further recommended that these on-street rates and fine increases be implemented in conjunction with a "First Hour Free" program for off-street public parking.

A turnover period on parking fines is generally recommended. Recommended timeframes are between 6 months and 1 year.

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Action Item Description:

2. Parking Rates and Fines (Continued)

Next Steps:

- Public meetings to discuss rate changes & consultant recommendations
- Consider public feedback
- Propose modifications, if required
- Obtain City Council approval
- Implement new rates

Responsible Party(ies):

- Missoula Parking Commission (MPC)
- Missoula City Council
-

Related Projects:

- New garage construction/funding
- On-Street parking technology upgrade
- Parking enforcement technology upgrade

Issues/Opportunities:

- Parking infrastructure investments
- Improved public processes
- Economic development

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Action Item Description:

3. Invest In New Parking Technology

It is time for the MPC invest in new parking technology for both on-street and off-street applications. These same devices might also work in off-street applications. We recommend a switch to multi-space meters on-street for a variety of reasons including: enhanced customer payment options, more efficient enforcement, increased revenue and enhanced auditing capabilities. We also recommend you assess new enforcement technology including mobile License Plate Recognition (LPR).

Background:

The MPC has been cautiously monitoring the evolution of new parking technologies – especially in the area of on-street multi-space meters. This caution will very likely have saved the organization a significant amount of money as the latest systems can now be installed much more cost effectively through the use of solar power/battery systems and wireless communications which mitigate expensive infrastructure costs.
Additionally, the customer interfaces and reliability of these systems have improved

Next Steps:

- Define preferred operating methodology (Pay-By-Space, Pay & Display, Pay-By-License Plate, etc.)
- Develop a multi-space meter equipment specification and RFP process (draft provided)
- Develop a community outreach process and new technology introduction strategy

Issues/Opportunities:

- Improved customer payment options
- Street-scape enhancement
- Operational efficiency
- Revenue enhancement
- Replacement of out dated equipment
- Keeping up with technology
- Enhanced enforcement coverage and consistency

Responsible Party(ies):

- Missoula Parking Commission (MPC)

Related Projects:

- "Retail Hot-Spot" Implementation
- Retail Parking Strategy Implementation
- Overall Downtown Master Plan
- Streetscape Enhancement

Timeframe/Status:

Date:	Activity
Q4 2008	Define preferred operating methodology
Q1 2009	Refine specification and RFP
Q1 2009	Develop a defined community educational process with timeline
Q2 2009	Bidding and installation
Q2 2009	New system implementation, staff training, program promotion and new technology introduction

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Action Item Description:

4. Continue to Support and Invest in Multi-Modal and Sustainable Access Strategies.

We encourage strong support and a broader "integrated access and mobility management perspective" as a guiding principle for the MPC . We encourage continued support for existing Transportation Demand Management (TDM) programs and challenge the MPC to find new and creative ways to support sustainable community access strategies.

New Programs to consider might include:
- Collaborative car sharing programs
- Reduced cost or more convenient parking for alternative fuel vehicles
- Unbundled parking and monthly parking scratch cards

Background:

The MPC actively participates in a variety of community transportation initiatives along with Mountain Line, Missoula in Motion, and Missoula Ravalli Transportation Management Association (MRTMA). $32,350 of MPC's revenue currently goes to help fund TDM efforts.

Next Steps:

- Evaluate current program funding levels and support those with positive & measurable results
- Identify new programs and initiatives such as those outlined above
- Conduct cost analysis of proposed new strategies
- Establish an annual budget for "green parking programs"

Issues/Opportunities:

- Focus on "Downtown Access" – not just parking
- Sustainability
- Congestion management
- Parking Demand Management
- University Collaboration
- TDM support

Responsible Party(ies):

- Missoula Parking Commission (MPC)
- In cooperation with related groups such as:
  - Missoula In Motion
  - MRTMA
  - The University of Montana
  - Mountain Line

Related Projects:

- Overall Downtown Master Plan
- Bike strategy of overall Downtown Master Plan

Timeframe/Status:

Date:	Activity
Q4 2008	Current Program Funding Assessment
Q1 2009	New Program Identification
Q2 2009	Green Parking Cost Analysis
Q2 2009	Green Parking Funding Approval
Q2 2009	Establish Annual Budget

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Action Item Description:

5. Develop More Open and Collaborative Public Processes.

In the public meetings held to address parking as part of the Downtown Master Plan as well as the processes last year regarding proposed parking fine increases, the need for an improved community engagement strategy and on-going communications plan has been highlighted.

Background:

Whether warranted or not, the MPC, like many parking programs, has been accused of being less than open and collaborative. There are many examples of how the MPC is actually more engaged with other community groups and activities than many parking programs, none-the-less this is a worthwhile goal for any public or quasi-public agency.

Next Steps:

- Develop an Annual Parking Report (A template for such a report will be provided.)
- Develop a defined community engagement strategy and on-going communications tool.
- Develop or enhance out-reach strategies to involve and coordinate with related local organizations such as Missoula In Motion, Mountain Line, the Missoula Downtown Association, the University of Montana, etc.
- Develop community educational materials related to parking and integrated access issues.
- Better utilize the internet and other Missoula agencies for information distribution.

Issues/Opportunities:

- Accountability
- Collaboration
- Community education
- Community engagement
- Inter-agency cooperation
- Program marketing
- Master Plan Implementation

Responsible Party(ies):

- Missoula Parking Commission (MPC)

Related Projects:

- "Retail Hot-Spot" Implementation
- Proposed parking rate/fine increases
- Overall Downtown Master Plan
-

Timeframe/Status:

Date:	Activity
Q4 2008	Review Annual Report Template
Q1 2009	Identify sections appropriate for an MPC Annual Report
Q2 2009	Develop a defined Community Engagement Process with Timeline
Q3 2009	Identify possible parking and access related educational materials, define preferred media options and develop a publication schedule.

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Action Item Description:

6. Focus on Economic Development Support Strategies

Develop a prioritized list of parking policies designed to support downtown economic development. Examples might include: a "First Hour Free" program for off-street facilities, assessing bond capacity for parking infrastructure investment, new technology investments, BID/MDA support, etc.

Background:

Integrating parking and access strategies as an element of economic development and the downtown master plan only makes sense. Many communities have embraced easy access and changing perceptions related to parking as one mechanism for redefining their downtowns as unique, genuine and multifaceted environments – something you can't get at "the mall".

Next Steps:

- Assess parking investment capacity relative to strategically located parking structures
- Assess alternative funding sources beyond parking revenues – such as a parking district assessment, Tax Increment Financing, etc.
- Assess alternative "downtown" investments such as "First Hour Free" programs and parking environment enhancements
- Promote reinvestment of parking revenues back into downtown. Examples might include: BID support, wayfinding and signage systems, downtown beautification, urban design investments, public art, etc.

Issues/Opportunities:

- Parking as an economic development strategy
- Making downtown more visitor friendly
- Parking investment to support Downtown Master Plan goals
- Employee and retail parking strategies
- Promotion of shared parking opportunities

Responsible Party(ies):

- Missoula Parking Commission (MPC)
- In cooperation with Missoula Downtown Association, the BID and the Missoula Redevelopment Association, etc.

Related Projects:

- "Retail Hot-Spot" Implementation
- First Interstate Bank
- Overall Downtown Master Plan
- Potential Caras Park modifications

Timeframe/Status:

Date:	Activity
Q4 2008	Assess and prioritize parking reinvestment strategies
Q1 2009	Implement "First Hour Free" program
Q2 2009	Implement parking reinvestments
Q3 2009	Identify creative "downtown enhancement features" for the proposed new parking structure.

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Action Item Description:

7. Implement Recommended Retail Parking Strategies

Outlined in detail in Parking Task Report # 2 are a coordinated set of retail parking strategies. This is an important set of strategies if the MPC is to align their parking program with one of the key elements of the Downtown Master Plan.

Background:

Revitalizing retail is one of the most difficult elements to "get right" in downtown master planning. Thus the "Retail Hot-Spot" concept emerged as a central element of the Downtown Missoula Master Plan. The recommended set of coordinated retail parking strategies are broken into three major categories: on-street strategies, off-street strategies and overall parking management strategies.

Next Steps:

- Implement on-street retail parking strategies
- Implement off-street retail parking strategies
- Implement overall parking management retail parking strategies.

Issues/Opportunities

- Prioritize on-street parking for short-term, visitor parking.
- Provide effective and consistent parking enforcement – the primary goal of which is to enforce the rules designed to promote on-street space turnover.
- Develop parking policies design to make downtown more "visitor friendly".
- Maintain a broader perspective that aligns policies larger downtown economic development goals.

Responsible Party(ies):

- Missoula Parking Commission (MPC)
- In cooperation with Missoula Downtown Association, the BID and the Missoula Redevelopment Association

Related Projects:

- Retail Hot-spot Development Plan
- First Interstate Bank
- Cultural District Development Plan
- Potential Caras Parking Modifications

Timeframe/Status:

Date:	Activity
Q4 2008	Finalize on-street rate & fine recommendations
Q4 2008	Assess "First Hour Free" recommendations
Q1 2009	Prioritize interior parking deck enhancements
Q1 2009	Adopt overall retail parking strategies

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Action Item Description:

8. Parking Program Growth

Parking program expansion should occur organically, where the need for improved parking management is needed due to increases in activity and therefore demand. It can also be seen as a tool to further stimulate economic development. Adding parking management elements in the "Hip Strip" area seems a logical progression to help the businesses in this area to succeed. Along with geographic expansion, staff and resources may also need to expand. An increase in parking enforcement personnel may be warranted, especially if meter areas are expanded. A planner/special projects staff person may also be warranted given the aggressive nature of the proposed changes in this plan.

Background:

The MPC has a very effective and efficient parking enforcement function. A new cross-training initiative has been developed to address consistency of coverage in the event of illness or accidents.

Next Steps:

- Develop plans to offer parking management assistance to the "Hip Strip" area.
- Assess parking enforcement staffing needs for FY 2009/10.
- Assess potential additional staffing needs associated with the planned new parking structure, the transition to new on-street parking technology.

Issues/Opportunities:

- Program growth and development
- Enforcement consistency
- Accountability
- Special projects
- New technology investment / implementation
- Enhanced planning function

Responsible Party(ies):

- Missoula Parking Commission MPC)

Related Projects:

- Hip Strip Parking Plan
- Proposed parking rate/fine increases
- Overall Downtown Master Plan
- New garage development

Timeframe/Status:

Date:	Activity
Q4 2008	Assess staffing needs for 2009/2010
Q1 2009	Identify special projects staffing needs
Q1 2009	Develop a parking strategic plan prioritization and implementation plan and timeline

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Action Item Description:

9. Parking Program Marketing

In conjunction with the new parking strategic plan, an enhanced marketing campaign designed to promote the new direction as well as to educate the community on upcoming changes and new services is recommended. Parking/access management programs and facilities should be promoted as positive, marketable assets for Downtown.

Coordination and joint funding of downtown marketing programs with the Missoula Downtown Association and the BID is highly recommended.

A number of specfic program marketing recommendations are identified later in this document.

Background:

The MPC has recently refreshed its logo and embarked on other marketing initiatives. We applaud these efforts and encourage further marketing program development.

Next Steps:

- Develop a specific parking marketing budget. (The national average for parking programs in the US is approximately $8 - $10 per space per year.)
- Define program goals and priorities.
- Develop a campaign and roll out plan tied to new program initiatives.
- Support the overall theme of "making downtown more visitor friendly".

Issues/Opportunities:

- Downtown support and promotion
- Inter-agency collaboration
- Image enhancement & development
- Community education
- New technology introduction
- Enhanced planning function

Responsible Party(ies):

- Missoula Parking Commission
  - In collaboration with the MDA, the BID and other businesses, agencies and local attractions.

Related Projects:

- Parking Annual Report
- Proposed Parking Rate/Fine Increases
- Enhanced Community Engagement
- New Planning Initiatives

Timeframe/Status:

Date:	Activity
Q4 2008	Define marketing program budget for 2009/2010
Q1 2009	Develop marketing campaign themes and content.
Q2 2009	Identify program roll-out strategies and timeline.

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PARKING SYSTEM GUIDING PRINCIPLES

Based on the input received in the community forums and stakeholder focus groups held in Missoula on August 6-8, **Carl Walker, Inc.** developed the following set of "Guiding Principles". These "Guiding Principles" will be the strategic framework for the development of the Strategic Parking Plan.

Our goal in crafting these principles was to develop a comprehensive approach for downtown Missoula that will support an integrated, action-oriented and accountable system of parking and access management strategies that supports, facilitates and contributes to a sustainable and vibrant downtown. The principles are strategic in nature, responsive to the needs of the community and aligned with the larger community's strategic and economic development goals.

Strategically, the Parking and Access Guiding Principles will encourage the use of parking and other transportation resources to support and facilitate priority economic development goals and serve prioritized user groups. They will also serve as a foundation for near and long-term decision-making relating to parking management and access strategies in the downtown.

The following 10 Guiding Principles for Parking and Access are based on the premise that on-going downtown development will require an integrated and comprehensive package of access strategies geared to support economic development and regional marketing strategies.

1. **Organization/Leadership**
2. **Planning/Visioning/Policy**
3. **Marketing/Promotion**
4. **Effective Management**
5. **Integrated Access/ Mobility Management**
6. **Economic Development**
7. **Leveraging Technology**
8. **Customer Service**
9. **Sustainability**
10. **Funding/Financial Management And Accountability**

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1. Guiding Principle for - ORGANIZATION/LEADERSHIP

The parking system will be organized to be "vertically integrated" with responsibility for:
  - ***On-street parking***
  - ***Off-street parking***
  - ***Parking enforcement***
  - ***Parking planning and***
  - ***Parking demand management***
    being managed by one department or entity.
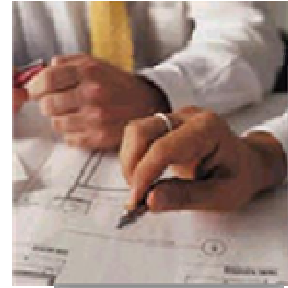
To develop and sustain downtown access improvements, key decision makers that have the authority and resources will be actively involved and committed to creating and supporting an integrated, seamless and multi-modal access strategy for the downtown.

By further consolidating the various parking functions under a single department the city will have established a consolidated system that is action-oriented, responsive, and accountable with improved coordination and operating efficiencies.

2. Guiding Principle for - PLANNING/URBAN DESIGN/POLICY DEVELOPMENT

The vision of an enhanced planning and policy development function will be pursued on multiple levels.

Effective parking planning will mean an improved understanding of parking supply/demand, application of advanced planning policies as well as the development of parking infrastructure that will enhance and better support the community strategic goals and urban design.

Parking management strategies and programs should support and compliment other access modes as a means to better facilitate the accessibility and user-friendliness of downtown Missoula as a preferred regional destination. Resources shall be effectively planned and managed to promote and support multiple access modes into and around the downtown. Primary access modes include automobile, transit, bike/motorcycle and pedestrian users.

Well defined parking facility design criteria, parking related streetscape enhancements and effective integration of signage and wayfinding elements are all areas that this principle will promote. Parking management will work toward developing a parking system that is self-supporting and sets asides funds for maintenance reserves and future capital asset funding.

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3.   **Guiding Principle for - MARKETING/PROMOTION**

Parking/access management programs and facilities will be developed to function as a positive, marketable asset for Downtown.

Parking management strategies and programs will be cross-marketed and support multiple access modes as a way to maximize total access capacity and to promote a downtown as a unique and visitor friendly regional destination.

Parking availability and program contributions shall be well publicized to enhance the perception of parking as a positive element of the downtown experience. Reinvestment of parking resources back into the downtown will be expanded and promoted.
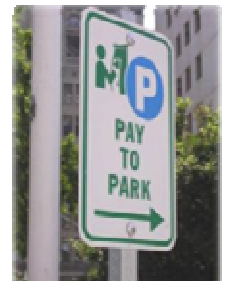
4.   **Guiding Principle for - EFFECTIVE MANAGEMENT**

We will support the development of a forward thinking, "best in class", parking and access management program.

The Missoula Parking Commission should anticipate future patron needs in the context of its Downtown Strategic Plan and seek to integrate supportive parking and multi-modal access strategies as appropriate.

Evaluation of other parking management best practices and new technologies should occur on an on-going basis.

Effective facility maintenance, infrastructure reinvestment and other system management fundamentals will be routinely addressed.

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5.   Guiding Principle for - INTEGRATED ACCESS/ MOBILITY MANAGEMENT

The downtown parking and access management plan will promote a "park once" strategy that emphasizes "linkages" to other forms of transportation.

Progressive urban design guidelines will create and enhance positive pedestrian experiences.

The downtown core should provide an access system that supports its role as the central point from which customers and visitors are connected to all the districts of the downtown.

Access linkages include parking, transit, and pedestrian/bicycle systems. Access linkages within the core and between districts should be clearly identified through signage, wayfinding and other communication strategies to increase customer understanding of the downtown.

6.   Guiding Principle for - ECONOMIC DEVELOPMENT

The parking program will be guided by Missoula Parking Commission and City Council adopted policy directives that are the result of collaborative processes between Missoula Parking Commission staff, other downtown agencies and involved downtown stakeholders.

The Missoula Parking Commission will assume a leadership role in developing public policies that support parking and access management as a key element of the downtown economic development strategy.

The Missoula Parking Commission will use its resources to promote mixed-use and shared-use parking strategies as well promoting alternative modes for commuter access through the creation of incentives, partnerships and programs to attract private investment; this will include reviewing and updating existing city parking requirements, as appropriate.

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7. Guiding Principle for - LEVERAGING TECHNOLOGY

The parking management program will be an early adopter of technology solutions to enhance customer parking information and service options.

One goal is to make parking less of an impediment to visiting downtown and more of an amenity.

Technology should be leveraged to streamline and simplify access to downtown Missoula and will be a key parking management strategy. Another key technology related goal is to enhance the efficiency and effectiveness of parking management staff and programs.

Long-term, parking access and revenue control systems for both on-street and off-street applications should be integrated as a means to provide seamless management information and customer ease of use.

8. Guiding Principle for - CUSTOMER SERVICE

Parking will support the downtown as a desirable destination for businesses, shopping, dining, and recreation by making parking a positive element of the overall downtown experience.

The parking system will strive to develop and operate parking facilities that are clean, convenient, safe and secure for both their staff and the general public.

Parking program staff will be in uniform, present a friendly and professional appearance and receive on-going customer service and downtown ambassador training. The use of parking technology will be balanced by an increased focus on customer services and easy to understand programs/policies.

Responsiveness to community needs, openness to fresh ideas and active participation in community planning will be among the ongoing goals of the Missoula Parking Commission.

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9. **Guiding Principle for – SUSTAINABILITY**

Initiatives to promote more sustainable and efficient operations will be actively pursued.

"Green" strategies that can result in more efficient use of parking facilities and provide other benefits, including reduced congestion, improved transportation choices, more efficient land use, and improved streetscape aesthetics will be explored and supported.
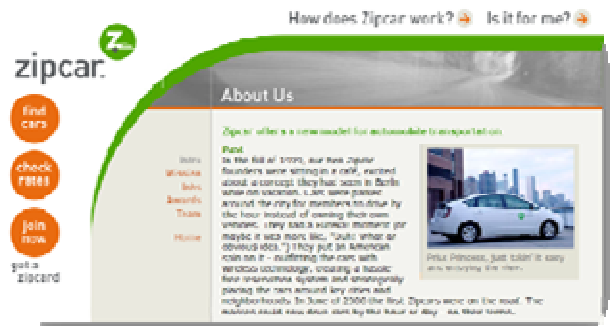

10. **Guiding Principle for -**
    FUNDING/FINANCIAL MANAGEMENT AND ACCOUNTABILITY

The parking system will work towards a goal of being a self-supporting enterprise fund.

Develop a parking management program that is responsive to community needs and that is "action oriented" and accountable to stakeholders.

By aligning all parking revenue streams from on-street, off-street, enforcement, special assessments and fee-in-lieu programs, it is possible to develop a parking system that self-funds all operating and maintenance expenses, facility maintenance reserves, planning studies and future capital program allocations.
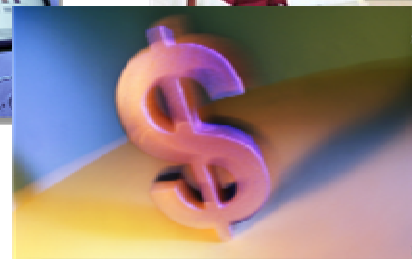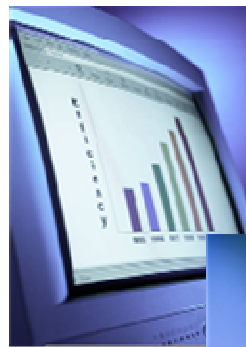
A consolidated parking revenue and expense statement should be developed to document all parking related income streams and expenditures to give a true accounting of parking finances.

Parking management strategies and programs should provide an integrated, action-oriented and accountable system of access that supports, facilitates and contributes to creating an ideal downtown.

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GUIDING PRINCIPLES
Summary

These Guiding Principles will serve as a foundation for near and long-term decision making and implementation of parking management and access strategies in the downtown.

These strategies are intended to support the on-going economic development and vitality of downtown. *This is a process not a one-time task.*

The consensus nature of these Principles should provide a solid foundation from which to begin implementation of an effective program of strategies designed to support downtown.

It will be important for the Missoula Parking Commission to codify the Guiding Principles for Parking and Access Management as part of the City or agency code to assure their on-going role in facilitating decision-making for the parking and access systems over time.

Teamwork and collaboration between Missoula Parking Commission, City officials, downtown and transportation agencies and other stakeholders will be a key for success moving forward.

STRATEGIC ACTION PLAN - Recommended Action Items

Beyond the "Primary Action Categories" summarized on Pages 4 – 13 of this report, the following is a more detail listing of strategic action plan items organized by "Guiding Principle".

The recommended strategic plan action items, once reviewed and critiqued by the Missoula Parking Commission board and staff, should then be presented to the public through a process of focus groups for feedback regarding:

- Overall direction
- Scope
- Relevance
- Importance and
- Community Support

The following is our recommended Parking and Access Strategic Action Plan.

OBJECTIVE STATEMENT

To implement a strategic parking and access strategy for downtown Missoula that supports the development of a vibrant, accessible, 24-hour city serving commercial, retail, recreational and residential uses and the customers, visitors, employees and residents of those uses.

The parking and access components of this plan need to be logical and intuitive for the user, providing an easily comprehensible system that is user-friendly, safe, secure and well-integrated into the larger transportation, access and traffic systems of the City and the region.

This Parking and Access Strategic Plan should ultimately be designed to support and promote the larger community strategic direction as defined in the Greater Missoula Downtown Master Plan.

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CATEGORY 1 - ORGANIZATION/LEADERSHIP

Action Item # 1.1 - **Leadership/Support**
For the Parking program to be successful, it must have strong leadership and support from the Missoula Parking Commission Director and Board. This will be especially true in the areas of supporting the Downtown Master Plan and enhancing public processes and community collaboration.

Organization/
Leadership

Intended Results:
The broader downtown master plan provides a real opportunity to align parking program policies with the larger community's strategic goals. This Strategic Action Plan is a significant step towards addressing many of these issues. *Carl Walker* recommends that this action plan be reviewed, endorsed and adopted by the Missoula Parking Commission Board, the Downtown Missoula Association and other appropriate stakeholder groups.

Action Item # 1.2A – City Council Adoption
Once this Parking Strategic Plan is finalized by the Missoula Parking Commission board and staff, it should be presented to City Council for additional review and eventually approved and adopted as official City policy to ensure appropriate support and funding.

Intended Results:
By having the plan formally adopted as official City policy, additional momentum, support and funding should be available to advance the strategic plan initiatives.

Action Item # 1.2B – Progress Reports
Strategic Parking Action Plan - Progress Reports

A regular program of parking plan implementation progress should be developed to keep the Missoula Parking Commission Board and community stakeholders apprised of the status of approved initiatives and their results.

Intended Results:
Once the plan has been accepted by and endorsed by the community, then the Missoula Parking Commission should develop a proactive program for reporting progress on the plan through additional and on-going community meetings, website and email updates, annual reports and other means. The goal is to document progress on the wide range of plan action items and collaborative program initiatives.

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Action Item # 1.2C – Stakeholder "Report Cards"
Strategic Parking and Transportation Action Plan – Report Cards

Intended Results:
Progress reporting could also take the form of a simplified "Action Plan Report Card" for specific stakeholder groups. This format could also be combined with a feedback mechanism to create an ongoing mechanism for community input and program development/refinement.

Action Item # 1.2 – Collaboration/Partnerships
For the envisioned parking and integrated access management program to reach its full potential, it is critical that parking management be perceived as open, collaborative and resourceful. To this end, the parking function should strive to reach out to various groups and be a positive team player. Parking should actively partner and participate with the following groups at a minimum:

A. Missoula Downtown Association
B. Mountain Lion
C. Missoula in Motion
D. MRTMA
E. Missoula Redevelopment Agency (MRA)
F. Downtown Business Improvement District of Missoula
G. Missoula Ravalli Transportation Management Association (MRTMA) H. Missoula Convention and Visitors Bureau
I. Other City Departments
J. Tour Bus Operators

Intended Results:
Be seen as an active, collaborative partner in helping to resolve downtown issues and the leader in addressing parking and downtown access related matters.

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CATEGORY 2 - PLANNING/VISIONING/POLICY

Planning / Policy Development

Action Item # 2.1 – Active Planning Function
Parking management should have an active planning function related to on-going parking supply/demand studies, parking utilization analysis, planning for new parking supply, assessing parking zoning requirements and promoting transportation alternatives and demand management strategies. This study, as a component of the larger downtown master plan, was a significant investment in this area and should be recognized as such.

> **Intended Results:**
> Parking should work closely with the City Planning department, the Missoula Redevelopment Authority and other agencies to remain engaged in community master plans, strategic planning efforts, transportation plans, traffic studies, etc.

Action Item # 2.2 – Parking Design Guidelines
Develop parking planning and design guidelines. Development of specific design criteria for parking lots and structures should be pursued. Consider requiring every new parking structure to be "mixed-use" to some degree, i.e. incorporate street level retail and preferably other land uses.

> **Intended Results:**
> Integrate parking design guidelines into the downtown master plan framework.

Action Item # 2.3 – Comprehensive On-Street Program Assessment
Conduct a comprehensive assessment of on-street parking equipment, policies, utilization, enforcement, and revenues/expenses.

> **Intended Results:**
> An assessment of the current on-street parking and enforcement operational policies, procedures and technology is warranted. Primary recommended outcomes should include replacement of current on-street meters, evaluation of mobile license plate recognition technology and upgraded citation issuance and management software.

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Action Item # 2.4 – Annual Supply/Demand - Update
Conduct a comprehensive parking supply/demand study. Update parking supply/demand data on an annual basis. Using the study conducted for this master plan as a base, keep up with changes in supply. Monitor demand on at least an annual basis.

> **Intended Results:**
> On-going monitoring of parking supply, demand and utilization is a basic parking planning function. Assessment of employee, visitor, residential, special event and other demand categories should also be reviewed. Planning for development and funding of future parking supply is a critical parking planning function.

Action Item # 2.5 – Integration of Other Transportation Modes
Evaluate opportunities to integrating bike and other transportation elements into parking structures and lots.

> **Intended Results:**
> Consider all opportunities to integrate parking and transportation elements. Be seen as an active, collaborative partner in helping integrated access management programs reach their full potential.

Action Item # 2.6 – Parking Zoning Code Review
Reassess current parking zoning requirements.   Consider concepts such as flexible zoning requirements, form based code, smart growth strategies, and other progressive planning concepts.

> **Intended Results:**
> As part of assessing parking zoning reuirements and flexible parking standards, develop a shared parking policy and take into account a variety of potential adjustment factors such as:
> a. Geographic Location
> b. Residential Density
> c. Employment Density
> d. Land-use Mix
> e. Transit Accessibility
> f. Car-Sharing
> g. Walkability

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Action Item # 2.7 – Parking Signage/Wayfinding Program

Participate in a larger a downtown parking signage and wayfinding strategy. Make all Missoula Parking Commission public parking signage consistent and distinctive. Integrate with an interactive, on-line parking information website.

> **Intended Results:**
> Provide accurate parking information in real-time to make downtown and area attractions easier to access and improve the perception of downtown as a visitor friendly environment.

Action Item # 2.8 – Support a "Park-Once" Philosophy

Evaluate "Park Once/Pedestrian First" type concepts for Downtown. This could include programs such as a downtown circulator bus program to allow patrons to park in one facility and not need to move their vehicle. A convenient and reliable transportation link between parking structures and major downtown destinations should be assessed and if adopted, heavily marketed. This concept also supports and promotes pedestrian environment enhancements.

> **Intended Results:**
> Promote a more pedestrian friendly environment that promotes enhanced connectivity between the downtown and related activity centers.

Action Item # 2.9 – Support Walkability Enhancements

Encourage and support the development of enhanced pedestrian amenities to improve the "walkability of downtown".

> **Intended Results:**
> Develop downtown as a more pedestrian friendly environment.

Action Item # 2.10 – Continue to support the "Eco-Pass" Concept

Continue to subsidize bus passes for all downtown employees with parking revenues.

> **Intended Results:**
> Use parking revenues to promote other transportation options as a means of:
>
> - promoting and developing a broader base of access options for the downtown
> - reducing traffic congestion and pollution
> - reducing parking demand

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Action Item # 2.11 – Consider Development of "Parking Program Criteria Documents"
Program criteria documents can assist in improving the parking facility design process by providing operational parameters, equipment specifications and security goals to designers early in the design process for new parking lots/structures.

> **Intended Results:**
> Define program criteria as a tool to promote more effective parking facility design. See **Appendix A** for a recommended program criteria outline.

Action Item # 2.12 – Train Staff on the Basics of Parking Facility Design and Development
The more staff are aware of the key issues and processes that are involved in new parking facility design and development, the more they can provide valuable operational insights during the design process. *Carl Walker* has provided a presentation outlining the key issues related to parking structure planning and facility functional design. See **Appendix B**.

> **Intended Results:**
> Improve staff understanding and awareness of design/development issues and encourage their input and involvement especially early in the design process. Promote discussion of operational issues and options to enhance operational flexibility in parking facility design.

Action Item # 2.13 – Encourage Staff to Stay Current and Familiar with New Parking Technology Advancements
The more staff is aware of the rapid advancements in parking technologies, the better positioned they will be to recommend options to improve operational efficiency and enhanced customer services. *Carl Walker* has provided a presentation that documents the latest in parking technology. **See Appendix C.**

> **Intended Results:**
> Encourage staff to keep current on advancements in parking technologies in order to advance program efficiency and customer service.

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CATEGORY 3 -   INTEGRATED ACCESS/MOBILITY MANAGEMENT

Action Item # 3.1 – Support and Promote "Integrated Access Management"

Carl Walker strongly endorses the concept of "Integrated Access Management" as a means to broaden the program scope through the creative integration of parking, transportation demand management and planning.

In many environments/communities, the parking and transportation functions appear to have different or competing goals, in an integrated program approach; the goals of both programs merge and work together more collaboratively, benefitting the entire community.

The recommended set of Access Management "Guiding Principles" is our attempt to develop a strategic framework that makes the concept of an "Integrated Access Management" program a more reasonable, relevant and pragmatic element of the overall parking strategic plan.

One effective way of looking at the concept of "integrated access management" is to consider it from the perspective of "supply-side strategies" and "demand-side strategies". The specific action items under this category will be divided into these sub-categories.

> **Intended Results:**
> In the envisioned "Integrated Access Management" approach, the parking and transportation functions, agencies and departments will share a common vision of what "enhanced downtown access" means.
>
> There should be a recognition that parking and transportation are both support services and that the goals of both functions should be subordinate to larger community or downtown strategic goals and objectives.   Without this larger strategic framework clearly in place, it is hard for parking and transportation goals to make sense, except as it relates to supporting the programs for their own sake.

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Action Item # 3.2 – Explore Supply-Side Strategies
Develop a variety of "Supply-side Strategies" to provide a strong and varied parking management program. Supply-side strategies include the following areas:

Shared Parking
Develop a specific shared parking model and incorporate this model into local zoning code regulations for parking.

Parking Regulations
Review and assess current parking regulations for both on-street and off-street environments on at least a biennial basis. This evaluation should also incorporate residential parking policies and requirements.

Parking Maximums
Parking Maximums means that an upper limit is placed on parking supply, either at individual sites or in an area. Area-wide limits are called Parking Caps. These can be in addition to or instead of minimum parking requirements. Maximums often apply only to certain types of parking, such as long-term, single-use, free, or surface parking, depending on planning objectives.

Since abundant, free, on-site parking is sometimes considered a competitive advantage in attracting customers, individual firms often find it difficult to reduce supply. Parking maximums that apply equally to all businesses in an area may be more acceptable and effective than efforts to reduce supply at individual businesses.

Smart Growth
"Smart Growth" is a general term for development policies that result in more efficient transportation and land use patterns, by creating developments with higher densities and enhanced multimodal transportation support.

Walking and Cycling Improvements
Walking and Cycling improvements support parking management strategies in several ways:
- Improving walkability (the quality of walking conditions) expands the range of parking facilities that serve a destination. It increases the feasibility of sharing parking facilities and use of remote parking facilities.
- Improving walkability increases "park once" trips, that is, parking in one location and walking rather than driving to other destinations, which reduces vehicle trips and the amount of parking required at each destination.
- Walking and cycling improvements allow these modes to substitute for some automobile trips.

Note: Many of the concepts in this section were referenced from Mr. Todd Litman's book entitled "Parking Management".

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Parking Facility Design

Parking facility design refers to physical layout, construction and land-use combinations associated with parking facilities.

Improved design and operation can better integrate parking facilities into communities, improve the quality of service experienced by users, support retail, support a more homogenous urban fabric and integrate advanced parking management options, and help address various problems.

Improved Parking Operations & Management

Examples of operational/management strategies that improve the quality of service experienced by users and help address various problems include:

- Access Management – refers to coordination between roadway design and land use development, such as limiting the number of driveways and clustering land use activities.
- Flexibility – designing facilities and management systems to anticipate and accommodate changing needs and temporary uses such as valet operations, special events, peak and off-peak demands.
- Facility Access and Circulation – parking facilities should be designed to promote good internal circulation (avoid dead-ends, etc.) and provide multiple entry/exit lanes, reversible lanes, etc.
- Environmental Design – strategies to reduce energy use, limit "heat island effect", reduce waste water runoff, and even generate energy through solar options.
- Lighting – Adequate lighting is important for user comfort, safety and safety
- Orientation – many planners recommend locating buildings close to the sidewalk to improve pedestrian access, with parking located behind or at the side of a building.
- Parking Structures – Parking structures require careful design to be attractive, pleasant to use and integrated into the overall urban landscape.
- Preservation and Enrichment – parking facilities can be designed to protect and enhance historic, cultural and natural resources.
- Security – Parking facilities can be designed to maximize security through natural surveillance, lighting, patrols, emergency alarms and CCTV monitoring.
- Size and Scale – Large parking facilities can be divided into smaller units.

Overflow and Special Event Parking Plans

Overflow parking plans describe the management strategies that will be applied when parking facilities fill, for example, during special events, peak shopping periods, or temporary reductions in parking supply. Below are some possible components of an overflow parking plan:

- Provide signs with directions to alternative nearby parking facilities.
- Provide adequate traffic and parking management staff during peak periods. Additional staff may be hired for special events.
- Provide information on parking and travel options for special event participants, highlighting those that can be used to avoid parking problems. For example –

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brochures that show both parking facility locations and transit options for major sports or cultural events.
- Encourage travelers to shift mode or use remote parking during peak periods. Example – retail employees can be required to use remote parking facilities or alternative commute modes during holiday shopping seasons.

Improved User Information and Marketing
Enhanced parking system branding and marketing strategies are becoming more common in major downtowns around the country.

The average budget for parking system branding and marketing programs in the US is between $5 and $7 per space per year.

Development of enhanced parking web-sites as a powerful tool to distribute parking and transportation information is one of the defining "Best-in-Class" parking system characteristics and should be a high priority in Missoula.

Cooperative marketing programs between parking, transit systems, transportation demand management organizations and downtown associations is another high priority focus area.

Parking Pricing
A market-rate survey and assessment of parking pricing is highly recommended. This should include local on-street, off-street, public and private parking rates. Broader surveys of "peer cities" that Missoula sees as regional competitors should also be studied.

An evaluation of the existing parking validation program is another recommended action that should be accorded a high priority.

Improved Enforcement & Controls
Enforcement, while often perceived as negative, is essential for promoting turnover of valuable on-street parking assets. However, there are many strategies that can "take the edge off" of parking enforcement if it is managed as an integrated element of a comprehensive parking manage program.

An in-depth assessment of the existing parking enforcement program is recommended including a review of new technologies such as mobile license plate recognition to improve overall program consistency, revenue generation, citation collection ratios, etc.

Improved Payment Methods
Much of the resistance to parking pricing is a result of inconvenient pricing methods. As part of a larger technology assessment, the following factors should be considered:
- Many require payment in specific denominations (coins or bills).

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- Many require motorists to predict how long they will be parked, with no refund available if motorists leave earlier than predicted.
- Some payment systems cannot easily handle multiple price structures or discounts.
- Some are confusing or slow to use.
- Some have high equipment or enforcement costs.

"Unbundling" Parking

While essentially another parking pricing strategy, this concept involves a fundamental shift in the way parking assets are considered. "Unbundling" means that parking is rented or sold separately, rather than automatically included with building space. For example, rather than renting an apartment with two parking spaces for $1,000 per month, the apartment would rent for $800 per month, plus $100 per month for each parking space. This is more equitable and efficient, since occupants only pay for the parking they need.

This concept is typically more applicable to the private sector as seen in the examples below;

- Facility managers can "unbundle" parking when renting building space.
- Developers can make some or all parking optional when selling buildings.
- In some cases it may be easier to offer a discount to renters who use fewer than average parking spaces, rather than charging an additional fee.

There are also potential public sector applications. For example:

- The public sector can take a lead role in educating the public about such concepts and promoting their application.
- In some communities monthly parking is offered on a "scratch card" so that if employees have the option to telecommute or car pool one or two days per week, they are encouraged to do so, because they don't feel like they have already paid for the whole month, so I might as well drive.

Parking Interior Environment Improvements

Improving parking environments through the use of painted interiors, colorful and creative level themes and graphics, enhanced cleaning, maintenance and lighting standards are areas that can have a significant impact on visitors and daily users of downtown parking facilities and help improve the image of the City overall.

Intended Results:

Parking facilities should be viewed in the larger context of the City's overall image. Perceptions of safety, cleanliness and user-friendliness should be monitored and assessed on an on-going basis. These improvements should be seen more as "downtown enhancements" rather than just parking enhancements.

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Action Item # 3.3 - Explore Demand-Side Strategies

Develop a variety of "Demand-side Strategies" to provide a diverse range of transportation options, alternatives and demand management programs to reduce the need for additional parking supply. Demand-side strategies potentially include the following areas:

Improved Transport Options	Incentives to Shift Mode	Land Use Management	Policies and Programs
Alternative Work Schedules	Bicycle and Pedestrian Encouragement	Car-Free Districts	Access Management
Bicycle Improvements	Congestion Pricing	Compact Land Use	Campus Transport Management
Bike/Transit Integration	Distance-Based Pricing	Location Efficient Development	Data Collection and Surveys
Carsharing	Commuter Financial Incentives	New Urbanism	Commute Trip Reduction
Guaranteed Ride Home	Fuel Tax Increases	Smart Growth	Freight Transport Management
Security Improvements	High Occupant Vehicle (HOV) Priority	Transit Oriented Development (TOD)	Marketing Programs
Park & Ride	Pay-As-You-Drive Insurance	Street Reclaiming	School Trip Management
Pedestrian Improvements	Parking Pricing		Special Event Management
Ridesharing	Road Pricing		Tourist Transport Management
Shuttle Services	Vehicle Use Restrictions		Transport Market Reforms
Improved Taxi Service			
Telework			
Traffic Calming			
Transit Improvements			

Intended Results:

The major program objectives of the "integrated access management strategy" include: Increasing access options, reducing the need for additional parking, enhancing linkages/connectivity downtown, and reducing congestion/single occupant vehicle usage; thereby promoting environmental goals.

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CATEGORY 4 - MARKETING/PROMOTION

Action Item # 4.1 - Coordinated Marketing Plan
Develop a program of marketing intitiatives that will educate the community on the range and variety of parking and transportation services available. Parking/access management programs and facilities will be developed and promoted to function as positive, marketable assets for Downtown.

These parking and transportation marketing intitiatives should be coordinated with other City departments, downtown agencies and special attractions/businesses to promote a consistent message, accurate and up-to-date information and be cross-marketed to promote greater distribution and program awareness. See **Appendix D** for recommeded parking program marketing and strategies and many examples of effective parking marketing ideas from around the country.

> **Intended Results:**
> To promote downtown as a unique, easily accessible and visitor-friendly regional destination.

Action Item # 4.2 – Downtown Parking/Access Website
Expand the City's website to provide more parking, transit and other access/mobility related information. Provide greater levels of information regarding rates, merchant validation programs, event parking information, transit options, violation payment instructions, residential parking permit program (RPPP) guidelines, hours of operation, maps of public off-street and on-street parking options, etc. Promote this integrated site with an ad campaign and links from many other related web-sites. Examples from other communities around the country are also contained in **Appendix D**.

> **Intended Results:**
> Take the mystery and confusion out of downtown parking and access by providing a centralized and well-publicized site for information related to parking and transportation options.

Action Item # 4.3 – Branded Parking Signage Program
Standardize public parking system signage. Develop a consistent brand image and incorporate this into the standard parking facility signage for all municipal parking facilities. This is a critical element of parking system branding.

> **Intended Results:**
> Create a standard of quality service, facility up-keep, consistent equipment and features. Tie this standard of quality to the facilties through the branded signage. If this is achieved, the standard of quality set by the municipal programs will have a positive impact on private facilities as well.

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Action Item # 4.4 – Update Downtown Wayfinding/Signage System

Access to and around downtown could be improved with a comprehensive downtown wayfinding and signage program. Strategic integration of parking and transportation elements is critical to this system's success.

> **Intended Results:**
> Provide both vehicular and pedestrian wayfinding assistance to improve the accessibility and ease of movement in and around downtown. Getting cars off the streets and parked more quickly and efficiently also reduces traffic congestion and pollution thus contributing to our sustainability goals.

Action Item # 4.5 – Develop a "Branding Campaign" for the new parking/access program.

Develop a branding campaign to promote the desired image of the Missoula public parking system. Utilizing the new MPC logo, create a series of ads to be rolled out over the course of a year and coordinate these ads with planned parking program intiatives ("First Hour Free" roll out, new on-street technology implementation, etc.). The over-riding theme should tie back to the overall goal of making downtown more visitor friendly.

> **Intended Results:**
> Create and promote a positive image for the parking/acccess system focusing its strengths (plenty of space, well located, convenient locations, clean, safe facilites, validation programs, etc.) The new focus on customer service and enhanced use of technology should also be featured.

Action Item # 4.6 – Parking E-Bulletins to Users

Using email addresses from Missoula Parking Commission monthly/contract parkers and Missoula Downtown Association members as a base, communicate to your parking customer database via e-mail bulletins. Use this medium as a means to promote the new parking system "brand". This concept could also be used to keep customer groups informed of new programs, planned system upgrades, etc. It could also have "featured downtown businesses" in association with the Missoula Downtown Association.

> **Intended Results:**
> Provide a cost effective and high quality means of providing consistent communications to the parking system customer base. Keep customers informed of parking, traffic, events, news, etc. Promote new parking system programs and customer service initiatives. Reinforce the parking system "brand".

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Action Item # 4.7 – Parking Public Relations Program

Develop a comprehensive strategy to manage public relations, media interactions, parking system publicity, etc. Specific program elements might include: investing in media training, having a designated media spokesperson, defined media policy, press release issuance, better use of free publicity opportunities, consistent use of new parking system logos, promotional themes, etc.

Intended Results:
Better management of media coverage, public information and co-sponsored events and program related to the Missoula Parking Commission public parking system.

Action Item # 4.8 – Regular Personal Contact with Customers

Identify key customer groups and schedule personal meetings to promote the parking system's commitment to customer service and to identify opportunities to improve service.

Intended Results:
Stay in touch with parking system customers and provide a high level of service and responsiveness to their needs. Monitor the perception of performance of parking commission personnel.

Action Item # 4.9 – Develop a Parking System Information Database/Become the Central Clearinghouse for Parking/Access Information

Monitor and track parking rates, availablity, owners, operators, contact info, etc. for all parking resources in the downtown (both public and private). Coordinate and provide information relative to other transportation options. Consider providing this data on an updated Missoula Downtown Association website.

Intended Results:
Become a one-stop information clearinghouse for all downtown parking and access information (both public and private).

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Action Item # 4.10 – New Employee Parking/Access Options Brochure/Information Packet
For new employers/employees to the downtown area, develop a new employee parking brochure and information packet as an educational and parking system marketing tool. Also use as a means of promoting downtown merchants and annual events through the use of merchant coupons, parking validations, etc.

> **Intended Results:**
> This intitiative should also be considered a tool to assist employers with employee parking and as another mechanism to promote tranportation alternatives. It should also strive to welcome new employees to downtown and make their first impressions of the parking/access systems a positive one.

Action Item # 4.11 – Marketing Tie-ins for Parking to Special Events
Work closely with the Missoula Downtown Association to promote parking tie-ins in conjunction with downtown special event promotions, downtown attractions/venues, etc.

> **Intended Results:**
> This strategy leverages the shared benefits of joint marketing opportunities and promotes new parking/access system branding and marketing campaigns.

Action Item # 4.12 – Establish a specific Program Marketing Budget
Establishing a specific budget for marketing/promotion elements is recommended. The national average in the US is between $8 - $10 per space per year (should include on-street and off-street spaces).

> **Intended Results:**
> To ensure that marketing/promotion is developed as an integral component of the parking/access program.

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Action Item # 4.13 – Develop a Package of Parking Program Electronic Marketing Collateral for Distribution to Merchants, Media, etc.

This strategy protects and promotes the parking program's branded images, maps, logos, etc. and promotes their use on other marketing materials. Promotes the use of parking branding and information by making it easier and more convenient to incorporate into other marketing materials. A parking marketing collatoral CD is an easy way to achieve this action item.

> **Intended Results:**
> Extends the reach of parking marketing and branding efforts.

Action Item # 4.15 – Develop and Actively Promote Customer Input Mechanisms

Develop tools and mechanisms to provide on-going input regarding customer satisfaction. One example might be a customer satisifaction survey card. *Carl Walker* has provided an example of such a card in **Appendix E**. Other examples could include a "parking hot-line" phone number or a dedicated customer input email address posted prominently on your website.

> **Intended Results:**
> Provide on-going opportunites for assessing customer satisfaction.

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CATEGORY 5 - EFFECTIVE MANAGEMENT

Action Item # 5.1 – Define Specific Management Program Goals
Define the critical functional elements of effective parking management programs and develop specific goals and targets aimed at building a "best in class" parking management program.

Use the Carl Walker "20 Characteristics of Effective Parking Programs" model as a base. Recommended areas for program enhancement are provided below. (See **Appendices F and G** for more ideas and examples).

> **Intended Results:**
> To define parking management goals, clarify expectations and provide program accountability. Strive to achieve "Best - In - Class" status.

Action Item # 5.2 – Parking/Access Program Annual Report
Develop an Annual Parking Report. Major Report Sections should include:
  i.   Annual Supply/Demand Update
  ii.   System Planning (CIP) Update
  iii. Organization/Staffing Update
  iv.   Significant Accomplishments/ New Management Initiatives
  v.   Financial Summary
  vi.   Facility Maintenance Program Update

> Note: ***Carl Walker*** has provided a detailed Annual Parking Report Template for use as a base document (See **Appendix H**.).

> **Intended Results:**
> Proactively keep Missoula Parking Commission, City administration and stake-holders informed of critical parking issues and accomplishments.

Promote parking initiatives that are in the best interest of the City, the downtown and the community as a whole.

Build support for parking operating and capital budgets and future rate increases.

Generate confidence that the parking system is being well managed.

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Action Item # 5.3 – Professional Staff Development

Parking Management Training - Identify specific training needs for the Missoula Parking Commission management and selected staff. Take advantage of National and Regional Parking Association conferences and trade shows. Also consider related association conferences and training seminars, such as the International Downtown Association or the International Economic Development Council, to promote understanding of broader community and downtown development issues. Consider a customized training program developed to meet the specific needs available through some parking consulting firms or other professional organizations. Consider the IPI's Certified Administrator of Public Parking (CAPP) program.

> **Intended Results:**
> Increase the Missoula Parking Commission parking manager's understanding of parking system operations, management techniques, parking dynamics/principles and new technologies.

Action Item # 5.4 – Operations Peer Reviews

Identify peer cities or organizations and conduct reciprocal "operations peer reviews". Suggested peer cities: Boulder, CO, Fort Collins, CO and Boise, ID.

> **Intended Results:**
> Develop a network of peers for support and information exchange.

Action Item # 5.5 – Parking/Access System Benchmarking

Identify a basic set of parking and access system benchmarks relevant to downtown Missoula and begin tracking. Document results/progress in annual parking report.

Examples of recommended parking program benchmarks might include:

1. Total Operating Cost per Space
2. Total Revenue per Space
3. Total Operating Costs per Parking Department FTE
4. Total Revenue per Parking Department FTE
5. Surface Parking Spaces as a Percent of Total Spaces
6. Structured Surface Parking Spaces as a Percent of Total Spaces
7. Metered Parking Spaces as a Percent of Total Spaces
8. Administrative Cost Per Space
9. Administrative Costs as a Percent of Total Costs
10. Security Costs per space
11. Security Costs as a Percent of Total Costs
12. Enforcement costs per metered space
13. Enforcement costs per Citation Issued
14. Percent of Citations collected vs. Citations Issued
15. Citation Revenue per Citation Issued
16. Total Maintenance Cost per Space
17. Total Maintenance Costs as a Percent of Total Costs

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Intended Results:

Develop a baseline of parking operations measurements. Compare to peer cities. Track progress against baseline results and peer organizations.

Action Item # 5.6 – Parking Facility Warranty Management

Collect all parking facility warranties into a three ring binder. Note all warranty expiration dates for items such as elastomeric coatings, expansion joints, etc. Place these dates in Outlook, Lotus Notes, or other calendar programs used by the agency as a "tickler" to conduct a walkthrough inspection six months prior to warranty expiration. Schedule a representative of the contractor or manufacturer responsible to honor the warranty to participate in the inspection. Document inspection results with time and date stamped digital photos. Schedule repairs to warranty covered items prior to warranty expiration.

Intended Results:

Assure that warranty covered items are taken care of while still under manufacturer's warranty. Average cost savings per facility $10,000 - $20,000.

Action Item # 5.7 – Energy Saving Options in Parking Facilities

Evaluate options such as placing roof top and outer bay parking facility lighting on separate circuits so that these lights can be placed on photocells to reduce energy consumption during daylight hours. Evaluate other parking facility energy reduction systems. Evaluate new parking facility lighting systems for enhanced illumination and possible energy savings.

Intended Results:

Utility expenses are a major parking operating expense. Evaluate options to minimize on-going expenses in this category.

Action Item # 5.8 – Security Inspections of All Public Parking Facilities

Conduct an initial "security audit" of all Missoula Parking Commission parking facilities to identify issues/concerns. Consider partnering with the Missoula Police Department for this "audit". Conduct walk-through inspections of all public parking facilities on a quarterly basis. Document results and develop action plans to address any concerns noted. Document corrective actions taken. Note: Following this recommendation without promptly enacting corrective actions could increase the potential for liability. *Carl Walker* has provided a detailed white paper on Assessing Security Program Effectiveness. (See **Appendix I.**)

Intended Results:

Improve facility safety and security by actively monitoring and addressing safety and security issues.

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Action Item # 5.9 – "Crime Prevention through Environmental Design" (CPTED)
Review "Crime Prevention through Environmental Design" principles and apply to parking facilities as appropriate. Example: eliminate hiding places under stairs, etc. (Note: CPTED principles are covered in the white paper on Assessing Security Program Effectiveness - **Appendix I.**)

Intended Results:
Improve facility safety and security through integration of CPTED principles.

Action Item # 5.10 – Parking Deck Security Systems
Evaluate parking facility security options including, but not limited to, "blue light" security call stations, panic alarm systems, CCTV systems, parking booth silent alarms, etc.

Intended Results:
Be proactive in evaluating security needs within parking facilities. Provide deterents to criminal activities within parking structures. Stress the inclusion of "passive safety" features in new parking facilities as part of parking facility design guidelines.

Action Item # 5.11 – Evaluate Parking Facility Lighting – Establish Lighting Standards
Evaluate lighting in parking facilities. Establish public facility lighting standards. Identify areas where lighting may be below standards. Identify areas where enhanced lighting might be appropriate. Specifically assess "transitional lighting" at facility entrances and exits, pedestrian/vehicle conflict areas, etc. Use Illuminating Engineering Society of North America guidelines as a minimum base. (http://www.iesna.org/)

Intended Results:
Improve perception of safety and security within parking facilities. Establish community standards.

Action Item # 5.12 – Assess Parking Access and Revenue Control System Security Procedures
Review password procedures and other computer security systems.

Intended Results:
Assure parking computer system security and integrity.

Action Item # 5.13 – Assess Parking Access and Revenue Control System Back-up Procedures
Review computer system back-up procedures.

Intended Results:
Assure parking computer system security and integrity.

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Action Item # 5.14 – Exterior Parking Facility Signage

Develop a new exterior parking facility signage standard and develop an action plan and cost estimate for implementation.

> **Intended Results:**
> Clearly identify all facilities included in the Missoula Parking Commission Public Parking System. Provide consistent and identifiable public parking system signage. Support and reinforce the parking system "branding" campaign.

Action Item # 5.15 – Paint Interior Parking Facility Surfaces White

Paint or stain most vertical surfaces, columns and roofs within the Downtown Missoula Parking Commission Public Parking System facilities white. See Appendix J – *Carl Walker, Inc.* Parking Facility Paint/Stain Specification.

> **Intended Results:**
> Painting the interior surfaces of the structures will improve the perception of safety and security and create an enhanced customer-friendly environment.

Action Item # 5.16 – Implement Themed Level Identification

Improve parking facility level identification through the use of themed concepts. Consider engaging local arts groups and promote this program initiative as a public arts program sponsored by the Missoula Parking Commission. Note: *Carl Walker* has provided many creative examples of themed parking facility level identification. (See **Appendix K.**)

> **Intended Results:**
> Improved wayfinding within parking facilities, enhanced parking facility interiors and promotion of a more interesting and positive parking experience.

Action Item # 5.17 – Add Pedestrian Warnings to Parking Structure Exits

Provide visual and auditory warnings to pedestrians walking on sidewalks that have vehicular exits crossing the sidewalks. These warning devices are typically activated by vehicles tripping sensor loops in the vehicle exit lane.

> **Intended Results:**
> Enhance pedestrian safety and reduce parking system liability.

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Action Item # 5.18 – Enhance Special Events Parking Planning and Coordination

Develop partnerships and management structures that provide consistent, collaborative and effective special events management and coordination.

Work with larger planning groups to provide more effective and flexible parking information and wayfinding.

Develop specific policies for regular and predictable events.

Intended Results:
Improve the visitor experience related to special events downtown.

Action Item # 5.19 – Develop a Comprehensive Facility Maintenance Program, Including Regularly Scheduled Structural Condition Appraisals

A strong preventative maintenance program can save parking systems large amounts of money in the long run, by effectively addressing concrete problems early.

Intended Results:
Minimize concrete deterioration and minimize facility maintenance costs.

Action Item # 5.20 – Develop an Internal Missoula Parking Commission Parking Resource Library

As an additional staff development strategy, build a library of primary parking management, planning and general management text books. Incorporate reading goals into individual staff performance development plans on an annual basis.

Carl Walker has provided a Recommended Parking Planning and Management Library listing as a place to start. (See **Appendix L.**)

Intended Results:
Build a specific and well-defined parking knowledge base for key departmental staff.

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Action Item # 5.21 – Develop an Internal Missoula Parking Commission Parking Operations Manual

As an additional staff development and training tool, develop a parking operations manual. Many systems have a separate manual for each facility or one common manual with individual facilities each given a chapter.

Carl Walker has provided a Recommended Parking Facilities Operations Manual Outline as a place to start. (See **Appendix M.**)

> **Intended Results:**
> Document specific equipment and policies per facility for staff training as well as to document operating policies/procedures.

Action Item # 5.22 – Conduct Regular Facility Inspections and Develop a Program for Effective Follow-Up

A standard practice for well managed parking programs involves regular facility inspections.

Carl Walker has provided a sample Facility Inspection Report to use as a base for developing a Missoula Parking Commission specific facility checklist tool. (See **Appendix N.**)

> **Intended Results:**
> Document specific equipment and policies per facility for staff training as well as to document operating policies/procedures.

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CATEGORY 6 - *LEVERAGING TECHNOLOGY*

Action Item # 6.1 – Conduct a Parking Technology Assessment
Assess the potential for improving parking system integration, management reporting, customer service, improved operational efficiency, etc. through a parking technology assessment. The recommended Technology Assessment would also look at areas such as on-street parking equipment, parking enforcement systems, etc.

It is recommended that the assessment be divided into the following categories:

- Off- Street Applications
- On-Street Applications
- Enforcement Applications

Note: *Carl Walker* has provided an up-to-date presentation on the latest in parking technology. (See **Appendix C.**)

Intended Results:
Identify opportunities to leverage recent advances in technology to enhance access to downtown, improve the customer experience of downtown, improve parking system operational efficiency/effectiveness, provide enhanced parking management and planning information.

Action Item # 6.1.A - Assess Potential Off-Street Technology Enhancements
Evaluate new systems that offer the potential to reduce potential staffing/labor costs and/or improve customer services. Specific systems/methodologies to evaluate include:

- Central Cashiering
- Pay-On-Foot
- Automatic Vehicle Identification (AVI)
- Credit card in – Credit Card out
- Pay-By-Space
- Automated Pay-In-Lane
- Pay-By Cell Phone
- Web-Based Parking Management Platforms

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Action Item # 6.1.B - Assess Potential On-Street Technology Enhancements
Evaluate new systems that offer the potential to improve streetscapes, provide additional customer payment options and offer reduced collection costs, improve enforcement efficiency and provide increased revenue per space. Specific systems/methodologies to evaluate include:

- Multi-space On-street Meter Systems
    - Pay and Display
    - Pay-By-Space
    - Pay-By License Plate
    - Credit Card Capable Electronic Single Space Meters
    - Pay-By Cell Phone

Action Item # 6.1.C - Assess Current Parking Enforcement Technologies and Recent Advances in Hardware and Software.
Assess current parking enforcement systems and compare to recent advances in parking enforcement hardware, software and citation management processing systems. Specific systems/methodologies to evaluate include:

- Hand-held Citation Issuance Devices
- Mobile License Plate Recognition Systems
- Citation Management Software Programs
- Citation Collection Processes and Services

Action Item # 6.2 – Develop Internet Based Payment System Options
Investigate feasibility and financial impacts of creating internet-based payment options.
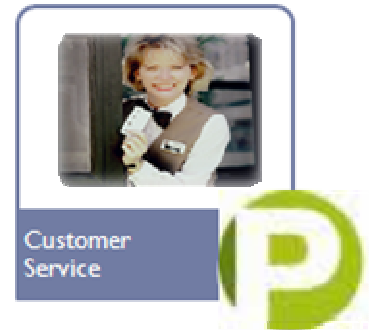
Intended Results:
Provide a higher level of customer service by expanding the number of convenient payment options. Allow customers the ability to pay monthly parking, recharge smart-cards, pay "parking due" notices, pay parking fines, etc. via the internet.

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CATEGORY 7 - CUSTOMER SERVICE

Action Item # 7.1 – Customer Service Training
Provide enhanced and more frequent customer service training for all parking system staff. Consider sharing the cost of providing customer service training through the International Parking Institute by co-hosting a training session with local colleges/universities, private parking management firms and other local or regional entities with parking operations.

> **Intended Results:**
> Improve customer service through educating parking staff on customer service principles and practices. Clearly define expectations and monitor to insure desired results.

Action Item # 7.2 - Customer Satisfaction Surveys
Provide feedback mechanisms for customers. Determine what your customers feel is important and continually strive to improve in those areas.

> **Intended Results:**
> Monitor, measure and address customer concerns and satisfaction levels.

Action Item # 7.3 - Secret Shopper Program
Implement a Secret Shopper Program to monitor and measure customer service program effectiveness.

> **Intended Results:**
> Continually measure the effectiveness of the customer service program. Incorporate customer service performance as a key factor in annual and six month performance evaluations. Insure that managers and supervisors are setting the standard.

Action Item # 7.4 - Parker Assistance Program
Develop and implement a "Parker Assistance Program" which could include services such as: battery jump starts, vehicle lock-out assistance, tire inflation, security escort services, audio book check-out programs, etc.

> **Intended Results:**
> Provide services to assist parking system patrons and improve the perception of value offered by the parking system.

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Action Item # 7.5 - Improve Website and Links

Use the internet and parking website as a customer service tool. Provide mechanisms for customers to pay fees/fines, order information, download parking maps, rate schedules, special events info, etc.

Intended Results:

Use technology to make basic parking transactions quick and easy for customers and provide easy access to parking information. Provide links to other transportation options, other city and downtown agencies and have links to parking from their sites.

Action Item # 7.6 - Establish a Parking Hot Line

Establish a "Parking Hot Line" and an "Email Feedback Mailbox" to provide a centralized and actively monitored customer feedback mechanism. Provide prompt formal responses and follow-up. It is recommended that this be monitored by Missoula Parking Commission staff as opposed to parking contractor (if applicable).

Intended Results:

Improve customer service through active monitoring of customer concerns and suggestions.

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CATEGORY 8 - ECONOMIC DEVELOPMENT

Action Item # 8.1 – Waiving or Modifying Parking Requirements to Promote Targeted Economic Development Projects
Parking can be an effective tool in the promotion of economic development objectives. Develop specific guidelines for how, when and under what specific conditions that parking will be used to incent economic development projects. *Carl Walker* has provided a checklist tool designed to assess parking and economic development opportunities. See **Appendix O.**)

Examples might include:
- Waiving parking requirements for prioritized types of development.
- Building parking in conjunction with desirable public/private mixed use development projects.
- Defining a public investment protocol for parking and other infrastructure development (for example Boise Idaho has a 5:1 investment ratio strategy)
- Providing parking management expertise and planning as part of the initial project development process (amount of parking needed, available parking in the area, operations/management consulting, etc.)

Intended Results:
To incentivize targeted development projects that is in alignment with downtown master plan goals.

Action Item # 8.2 – Promote Public/Private Partnerships Related to Future Parking Structure Development
If a new development is proposed in an area of the City that needs additional transient or monthly parking, work with the private developer to incorporate the needed public parking into the project. The Missoula Parking Commission would pay for the public parking spaces, but both parties could potentially benefit from sharing the costs of foundations and other common design elements (compared to the cost of constructing two separate projects). Additional shared parking benefits might also be realized depending on the specific land-uses.

Intended Results:
Reduced construction costs. Provide addition of needed parking resources in strategically appropriate locations.

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Action Item # 8.3 – Reinvestment of Parking Revenues

Dedicating a portion of parking revenues to be invested back into the districts in which they are generated can help change the way people think about paying for parking. If parking revenues are used for projects that make the downtown more attractive and enjoyable, the increased visitation will generate additional parking revenues for additional reinvestment.

> **Intended Results:**
> Use a portion of parking revenues to enhance the districts they serve and build support for paid parking through thoughtful reinvestment.

Action Item # 8.4 – Business District Support

Many Business Improvement Districts provide the primary marketing campaigns that make their districts competitive on a regional basis. Some advanced parking systems support this economic development role by contributing funds to these groups to promote cooperative marketing and branding campaigns. This would be considered one element of the parking program's economic development support strategy.

> **Intended Results:**
> Enhance the marketing of the downtown as a unique regional destination.

Action Item # 8.5 – Develop Special Programs to Mitigate the Negative Impacts of Parking Enforcement

Some community parking programs subsidize the cost of providing "downtown ambassadors". In exchange, these ambassadors provide parking information and assistance. In Boulder they have a "meter angels" program where ambassadors will put an extra quarter in a parking meter that is about to expire. They also leave a note on the car stating that they gave the car an extra 15 minute of time (Thanks for shopping downtown!)

> **Intended Results:**
> Promote a more visitor friendly downtown. Mitigate the negative perception of parking enforcement.

Action Item # 8.6 – Downtown Smart Cards

Some communities have partnered with companies that provide Smart Cards that be used to pay for on-street and off-street parking as well as at downtown shops, restaurants and attractions. Example: "Parcxmart".

> **Intended Results:**
> Provide a common means of payment for many services and boosts activity downtown. Reinforces the sense of downtown as a unified whole.

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Action Item # 8.7 – E-Purse/Multi-Use Cards for Transportation

Another variation on the smart card theme is the Om-Pay System. With this value card, you can pay for parking (on-street and off-street), bus transport and taxi services.

Intended Results:

Unified payment strategy, reduces risk to patrons and system, increases payment processing efficiency, provides information for customer tracking, allows patrons to track/document spending,

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CATEGORY 9 - SUSTAINABILITY

Action Item # 9.1 – Strategies to Reduce Single Occupant Vehicle Use (Through the Demand Management Options outlined in the "Integrated Access/Mobility Management" Section) Represent Several Key Elements of the Program's Sustainability Initiatives
Reducing single occupant vehicle usage through the promotion of transportation alternatives is one key sustainability strategy. Another element for consideration is sustainable design. "Leadership in Energy and Environmental Design" (LEEDs) certification, can be adopted as an element of new parking structure design guidelines. Consider acceptance of "Sustainable Design" principles not only as an option, but as the standard of practice for future development.

> **Intended Results:**
> Promote reduced pollution and congestion by promoting high occupancy vehicle use. Promote sustainable design principles in future Missoula Parking Commission development projects.

Action Item # 9.2 – Evaluate and Promote "Green Design" Related to New Parking Structure Projects in the Future

Review the latest information on Parking and "Leadership in Energy and Environmental Design" (LEEDs) Certification -
*   LEED's Certification for Mixed Use Parking Facilities
*   LEED's Certification Point System

Integrate "Green Opportunities" in parking facility design:
*   Creating sustainable sites
*   Site density
*   Storm water management
*   Landscape design
*   Underground parking
*   Green roofs
*   Water efficiency

Evaluate opportunities for Facility Lighting and Energy Conservation
*   Rewiring parking decks to allow the external bay of parking and the roof level lights to be turned off during the day.
*   Using energy saving light bulbs.
*   Incorporating parking canopies in surface lots /decks with solar panels to generate electricity.

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Evaluate strategies to monitor parking environment air quality:
- Natural Ventilation and Openness to Exterior
- Carbon Dioxide Monitoring
- VOC Compliant Waterproofing and Coating Products
- Evaluate opportunities for innovative parking design options:
- Solar panels on parking structure roofs/canopies
- Green Parking Lots (pervious surfaces)

Intended Results:
Integrate "Green Strategies" as part of the design process for new facilities.

Action Item # 9.3 – Implement Environmentally Friendly Parking Facility Maintenance Strategies

Examples include:
- Environmentally Responsible Facility Pressure Washing Systems
- Fluorescent Light Recycling Programs

Intended Results:
Protect the environment and reduce City/Parking System risks associated with unlawful discharged of wastewater from parking facility pressure washing and potential exposure of employees to hazardous chemical in fluorescent fixtures.

Action Item # 9.4 – Promote Incentives to Encourage More Environmentally Friendly Transportation Choices

Examples include;
- Preferential Parking for carpools/vanpools
- Reduce rate parking for alt-fuel vehicles

Action Item # 9.5 – Invest in Green Technologies – Set an Example for the Community

Example;
- Use hybrid or alternative fuel vehicles for the MPC motor fleet.

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CATEGORY 10 - FUNDING/FINANCIAL MANAGEMENT & ACCOUNTING

Action Item # 10.1 – Develop a Consolidated Revenue and Expense Statement Reflecting All Parking Activities
Understanding and tracking all parking revenues and expenses is a critical first step in understanding the overall financial condition of the enterprise.

> **Intended Results:**
> Provide improved understanding of parking system financial status. Incorporate into an Annual Parking Report.

Action Item # 10.2 – Create a Flow-Chart of Current Parking Revenues and Expenses
In conjunction with action item 10.1 above, it is also important to understand where parking revenues are generated and where they go (parking enterprise fund, City general fund, specific departmental budgets, etc.) It is also important to track expenses and identify the funds from which they are paid.

> **Intended Results:**
> Provide improved understanding of parking system financial resources, obligations and contributions.

Action Item # 10.3 – Increase the Parking Program's Bonding Capacity
Enhance the parking program's financial stability to leverage an increased bonding capacity to improve the agency's ability to respond to development opportunities requiring structured parking capital investment.

> **Intended Results:**
> By combining the current parking revenue streams (on-street, off-street and enforcement) with other potential revenue sources such as fee-in-lieu parking options, parking district assessments, etc. bonding capacity for future parking or related transportation projects can be enhanced.

Action Item # 10.4 – Parking Market Rate Surveys
Conduct quarterly or bi-annual reviews of parking market rates for both the local area and selected peer cities. Document and track trends in parking rates and provide a context for potential parking rate increases. (A review of comparable western cities was conducted as part of this study and is summarized in **Appendix P.**)

> **Intended Results:**
> Improved understanding of market parking rates on a local and regional basis.

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Action Item # 10.5 – Validation Program Restructuring and Implementation
Review and evaluate options to restructure the existing parking validation program. Specifically, assess the feasibility of eliminating the use of validations and offering a "First Hour free" program for off-street facilities in conjunction with other economic development program options.

> **Intended Results:**
> The goals of the restructured validation program will be to simplify the validation process, improve the equity of the validation subsidy, make downtown more user-friendly and to promote increased economic activity in the downtown.

Action Item # 10.6 – Revenue Control Audits
Develop internal systems for regular internal parking audits. This could be done by Missoula Parking Commission or City staff or as a service provided by the contracted parking management firm. In addition, however, we recommend that bi-annual parking system revenue control audits utilizing an objective, outside audit firm that specializes in parking system auditing be conducted.

> **Intended Results:**
> Ensure compliance with revenue control policies and procedures. Provide for enhanced accountability of public program funds. Ensure that private parking management firms are meeting contract obligations (if applicable)
>
> External bi-annual parking system revenue control audits should be budgeted in the range of $25,000 - $40,000 depending on specific scope requirements.

Action Item # 10.7 – Parking Unit Performance Tracking
Identify revenues, expenses and profitability by operating unit or sector.

> **Intended Results:**
> Understand financial performance by operating unit or sector.

Action Item # 10.8 – Establish Parking Facility Maintenance Reserve
Establish a parking facility maintenance reserve fund, or if one already exists assess the adequacy and the funding rate relative to current and projected facility maintenance needs.

> **Intended Results:**
> Avoid deferring facility maintenance and the potential for increased facility restoration costs.

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APPENDICES

A. *Program Criteria Documents*

B. *Parking Structure Planning and Functional Design Basics*

C. *Parking Technology Revolution – The Latest in Parking Technology*

D. *Parking System Branding and Marketing Strategies*

E. *Sample Parking Customer Survey Card*

F. *Characteristics of Effective Parking Programs*

G. *Parking Management Best Practices ~ A- Z*

H. *Annual Parking Report Template*

I. *Assessing Security Program Effectiveness*

J. *Carl Walker Paint/Stain Specification*

K. *Parking System Wayfinding and Graphics*

L. *Recommended Parking Planning and Resource Library*

M. *Sample Parking Facility Operations Manual*

N. *Sample – Parking Facility Inspection Checklist*

O. *Parking and Economic Development Checklist*

P. *Regional Parking Market Rate Survey Summary*