



**Miami Parking Authority
Strategic Plan
2015-2019**



History

The Department of Off-Street Parking Board of the City of Miami, (d/b/a, Miami Parking Authority) established by the Florida State Legislature in 1955 and chartered by City ordinance in the same year, continues to serve the purpose for which it was created. The Board oversees the management and development of convenient, safe and affordable parking facilities within the City of Miami. The Miami Parking Authority manages more than 36,000 parking spaces, including 15 parking garages, 74 surface lots and approximately 10,400 on-street spaces. In fiscal year 2013/2014, Miami Parking Authority provided the City with \$6.7 million in excess revenues.

Miami Parking Authority continued to provide parking management services for the Public Health trust for their 7,000 parking spaces on the Jackson medical campus. In this capacity, MPA has been able to steadily increase revenues while consistently decreasing expenses.

The Authority continues to centralize its operations by monitoring all automated facilities and on-street Pay and Display machines from one central location. Currently, the Command Center Staff provides a live response to all inquiries Miami Parking Authority Off-Street Parking Board received from customers; whether they are experiencing problems at a machine or are in need of processing a disabled transaction. The creation of this center has allowed for an increase in efficiencies to our operations as well as to an improvement to the levels customer service we offer.

The Pay-By-Phone program continues to attract new users. Its main draw is the convenience it affords users when they need to pay for their parking. As the innovator of this technology in our region, the Authority has benefited from the subsequent implementation of the Pay-By-Phone program in the neighboring cities of Coral Gables and South Miami.



SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • People (Quality, Motivated, Experience, Expertise) • Customer Service • Financially Sound • Community Involvement • Semi-Autonomy • Stability (Board & Staff) • Peer Recognition • Professionalism • Growth (Employee Development) • Leadership • Ethics • Entrepreneur • Innovative • Financial Resource to the City • National Reputation • Communication • Diversity • Tech • Culture/ Environment 	<ul style="list-style-type: none"> • Conflicting priorities (PR vs. Enforcement) • PR/ messaging • Signage (visibility) • Security presence • Community Involvement • Entrepreneur • Succession plan (Board/Staff) • Autonomy (we become a target) • Morale • Staff Management motivation • Politics (City specifically) • Depth of leadership • Public perception • Technology • Diversity • Board/staff communication • Risk aversion • Internal communication • SILOS • Territorial • Focus • Mission creep • Underutilized board • Some Departments Understaffed • Financial structure makes planning difficult



Opportunities

- Branding
- Community
- We can be different than a typical political entity
- Increasing media presence + social media
- Strategic plan: to focus and be proactive
- Communicate with businesses in Miami
- Tech advances to make parking more efficient / affordable
- Growth, development, revenue
- Expansion to other municipalities, county, etc.
- Promote our incentives and discounts
- Public/Private Partnership
- Become part of the county
- Sustainability
- Help citizens within and outside of parking
- Partnership to help city and citizen (Corp., non-profit, neighborhoods, etc.)
- Share our success
- Role clarification
- Engaging the community, giving them a voice as the city grows
- Automation and streamlining
- Enforcement process efficiency / tech
- More efficient use of data
- Improve signage
- Advertising
- Parle parking with other parts of Miami (museums, etc.)

- Freq. parking programs
- Increase market research with community
- More board/staff interaction and dialogue
- More board presence in the community
- Industry wide innovation possibilities

Threats

- Communication challenges (layers, sunshine, internal, board/staff)
- Marlins park retail
- Cost of employee benefits
- Tech implementation
- Economics downtown
- Politics
- Homelessness issue
- City growth
- Resources
- Weather
- Complacency
- Conflict of key priorities
- Perception
- Consistent change
- Urbanization + loss of parking
- Looming city threat of acquisition
- Wynwood challenges
- Cyber security
- Leadership turnover
- Unhappy and uninformed
- Budget approval
- Bonding
- Structural concerns



MISSION

We will meet **our community's** parking needs by working in partnership with, and being responsible to, our internal and external customers by continuously and measurably improving performance and striving for excellence in all aspects of our business.

VISION

The Miami Parking Authority will be the central resource for planning, financing, development and management of parking in **South Florida** while demonstrating our commitment to strong ethical standards as well as contributing to the betterment of our community as a whole.



CORE VALUES

Integrity

- Ethical decision making and operations
- Delivering on our commitments to our community and constituents

Trust

- Fiscal responsibility
- Safety for our customers and employees
- Being open and transparent

Innovation

- Finding ways to improve efficiency, cost, and experience
- Staying on top of technology and advances in the parking industry

Excellence

- Seen as leaders in the community
- Finding, hiring, developing, and retaining staff who perform at a high level
- Identifying, appointing, and utilizing board members with expertise in multiple areas



STRATEGIC PRIORITIES

- Customer Service
- Technology and Innovation
- Public Engagement and Communications
- Staff/Board Engagement
- Finances



STRATEGIC OBJECTIVES

Customer Service

Focus: To have all interactions between MPA and customers be handled with the utmost professionalism, care, and attention to detail.

Short Term (0-1 year):

1. Implement an advanced customer service training program for all staff that interact with our customers
2. Begin bi-weekly meetings between the Customer Service Manager and key department heads to discuss concerns or incidents that have occurred since the prior meeting.
3. Command Center to provide the Customer Service Manager with daily reports.
4. Fix issues with the telephone system through IT Department
5. Develop method of more efficiently gauging response time to customer complaints.
6. Develop online customer surveys and post on website. Multiple winners / multiple prizes for randomly selected participants.

Medium Term (1-3 years):

1. Develop a central platform to log the complaint / "ticketing system" to monitor customer complaints.
2. Continue working with IT department with phone system.
3. Develop method of communication of open dialogue with upper and middle management with front line staff.

Long Term (3-5 years):

1. Develop method to review programs after 1 year of implementation.



Technology and Innovation

Focus: Improve and develop new technologies to enhance MPA's functions and services in order to provide customers with a better experience.

Short Term (0-1 year):

1. Expand Pay by Phone operations, utilization, and services
2. Expand the meter rental database
3. Acquire and utilize Samsung Galaxy Note3 Phones for work orders and facility inspections
4. Create a backup system for credit card data
5. Create an intranet portal

Medium Term (1-3 years):

1. Acquire and utilize tablets for incident reports and promissory notes
2. Implement car charging technology and system
3. Replace decal mailing with E-permits
4. Move all parking to a centralized database (i.e. Computer Dashboard)
5. Redesign current network to be more PCI compliant
6. Acquire and utilize hand-held scanners for Special Events and Heat Season Ticket Holders
7. Develop a new website with an E-commerce system

Long Term (3-5 years):

1. Explore Park Assist technology (or other method to help customers find parking spaces)
2. Expand the MPA Command Center to manage parking for other municipalities
3. Create an online payment system for Jackson Memorial Public Health Trust (PHT)
4. Develop a QR code or Barcode system
5. License Plate Recognition (LPR)
6. Partner with a local university statistics department for data gathering and analysis projects



Public Engagement and Communications

Focus: Increase profile, reputation, communication and connection to our customers and the surrounding community.

Short Term (0-1 year):

1. Develop an inventory of who MPA interacts with and create a community database of external stakeholders in Microsoft Access
2. Create Fact Sheet – who we are and what we do.
3. Conduct pre-focus group research to obtain public feedback regarding our services (i.e. pay by phone, pay by plate, etc.).
4. Develop blog site for staff via Sharepoint to find out about hot topics of the day.

Medium Term (1-3 years):

1. Identify opportunities for Board members to interact with organizations, i.e., speaking engagements, “meet and greet” breakfast/lunch/dinner events
2. Conduct post-focus group research to obtain public feedback regarding *how attitudes have changed* regarding our services
3. Develop a template for handling the following:
 - a. Crisis communication (such as City trying to take over MPA)
 - b. Promotions, announcements, policy changes, re-branding, etc.

Long Term (3-5 years):

1. Create a Communications Advisory Committee (CAC) to bring stakeholders into the fold (rolling out fee absorption on pay by phone, new parking programs, etc.); develop a policy statement in terms of the powers of the CAC; and set issue-specific agendas for the meetings.
2. Expand level of engagement with stakeholders.
3. Increase and monitor engagement via social media.



Staff/Board Engagement

Focus: Have a highly motivated, trained, and engaged staff and board that believe in MPA

Short Term (0-1 year):

1. Create a comparison of key staffing indicators between MPA and other parking entities and municipalities (salary, benefits, perks, etc.)
2. Include front-line employees in all activity planning committees
3. Create a professional and personal development speaker series for employees
4. Create and utilize a staff feedback committee made up of one front line employee from each department that is chosen by the other employees
5. Create a shadow program for the MPA Board to spend a shift with an MPA front line employee
6. Announce all recognized employees for the month at the MPA Board meeting

Medium Term (1-3 years):

1. Work with MPA Board members to identify and perhaps donate perks, goods and services to the On the Spot Incentive Program
2. Implement a 360 Peer Review process for all levels of staff
3. Add performance goal setting to all performance evaluations
4. Create more cross-function meetings to enhance teamwork, creative problems solving, and synergy
5. Create a system to provide part-time employees with similar incentives
6. Have board members meet with different groups of front line employees to gather feedback and provide opportunity for discussion
7. Create a new idea incentive for an individual or group that comes up with excellent cost-saving or customer service enhancing ideas

Long Term (3-5 years):

1. Complete a full organizational analysis and audit that includes roles/responsibilities, reporting structure, salary comparisons, etc.



Revenue

Focus: Identify and implement new revenue making opportunities that do not have to increase customer cost

Short Term (0-1 year):

1. Fix current meter down time
2. Outsource cleaning and landscaping
3. Increase enforcement hours at needed locations
4. Increase citation costs in order to adjust to market and incentivize people to pay meter rather than get a ticket
5. Use parking facility tickets as advertising spot
6. Identify advertising opportunities geared towards tourists in certain facilities

Medium Term (1-3 years):

1. Provide extra services for our customers (car wash, charging station, etc.)
2. Create a reserved parking option for monthly customers in Garage 1

Long Term (3-5 years):

1. Approach other entities (Port, County, etc.) to offer our services
2. Charge for consulting services we provide
3. Facilitate the creation of Wi-fi Networks in the Grove
4. Add solar energy panels to garage rooftops in order to increase efficiency and also to sell/rent extra energy