

Program Description

The Missoula Parking Commission (MPC) works with government, business and citizens to provide and manage parking and parking alternatives. MPC identifies and responds to changing parking needs in the area for which it is responsible.

Goals & Objectives

- To provide parking at on-street meters, off-street meters, in off-street lease lots and in the two parking structures in the Central Business District.
- To be responsive to opportunities to increase parking inventory through building parking structures either by the Parking Commission alone or through partnerships.
- To manage parking through enforcing meter, lease and improper parking violations utilizing the handheld ticket writing computers.
- To maintain the Residential Parking Permit Program (RPPP) for the area adjacent to the University of Montana.
- To issue permits for disabled, commercial and loading zones.
- To monitor habitual offenders and enforce the immobilization procedure.
- To develop and support Transportation Demand Management (TDM) strategies that will facilitate affordable transportation, reduce the number of single-occupant vehicle trips and increase transportation options for Missoula residents.

FINANCIAL SUMMARY

Budget by Object of Expenditure Category	Actual FY 2008	Amended FY 2009	Actual FY 2009	Adopted FY 2010	Increase * (Decrease)	Percent Change
Personal Services	\$ 530,150	\$ 550,911	546,030	494,780	\$ (56,131)	-10%
Supplies	45,098	46,400	45,425	46,400	\$ -	0%
Purchased Services	323,313	291,015	379,979	291,015	\$ -	0%
Miscellaneous	164,494	282,691	81,713	282,691	\$ -	0%
Debt Service	58,345	162,745	101,012	162,745	\$ -	0%
Capital Outlay	3,727	32,861	-	-	\$ (32,861)	-100%
Total	\$ 1,125,127	\$ 1,366,623	\$ 1,154,160	\$ 1,277,631	\$ (88,992)	-7%

STAFFING SUMMARY

Title	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
DIRECTOR	1.00	1.00	1.00	1.00
OFFICE MANAGER	1.00	1.00	1.00	1.00
SENIOR ACCOUNTING CLERK	1.00	1.00	1.00	1.00
ACCOUNTING CLERK	1.00	1.00	1.00	1.00
ENFORCEMENT OFFICER	1.00	1.00	1.00	1.00
ENFORCEMENT OFFICER	1.00	1.00	1.00	1.00
ENFORCEMENT OFFICER	1.00	1.00	1.00	1.00
MAINT. FEE COLLECTOR/REPAIRER	1.00	1.00	1.00	1.00
TOLL COLLECTOR	1.00	1.00	1.00	1.00
TOLL COLLECTOR	-	-	-	-
MAINT. WORKER / FEE COLLECTOR	1.00	1.00	1.00	1.00
MAINT. WORKER / FEE COLLECTOR	1.00	1.00	1.00	1.00
Total	11.00	11.00	11.00	11.00

2010 Budget Highlights

The Missoula Parking Commission's mission is to "provide and manage parking and parking alternatives". To this charge, the Parking Commission is committed to these three goals and will apply the following strategies and objectives in order to achieve them in FY10:

1. To provide parking:

A. In FY09, the Parking Commission helped fund and participated in the Missoula Downtown Master Plan administered by The Downtown Business Improvement District of Missoula. One of the fundamental concepts was identified as Land Use Framework. In this concept, the consultants identified a Retail Hot Spot with the suggestion to provide more efficient and strategic parking sites. The need for two parking structures was determined as strategic elements in this "Retail Hot Spot". For the last several years, the Missoula Redevelopment Agency, the First Interstate Bank, Macy's and the Missoula Parking Commission have had in depth discussions to secure the land at the south east corner of E. Front and Pattee Streets to build a parking structure with a minimum of 300 spaces. The need for this parking structure is also in response to the anticipated increased parking demand from the current First Interstate Bank project. If negotiations are successful with Macy's and the Holiday Inn, construction of parking structure could begin in FY10 with a completion date in early FY11. The final number of parking spaces will be determined by funding capacity and construction cost estimates. Funding sources include a combination of Parking Commission's cash reserve and revenue bonds, Missoula Redevelopment's tax increment bonds and New Markets Tax Credit funds. The level of funding will be determined as the project and its concept is more clearly defined.

2. To manage parking:

- A. The Missoula Downtown Master Plan also includes sub documents for various entities. The Parking Commission has a Strategic Parking Plan made up of three Task Reports – 1) Current Parking Program Assessment & Supply/Demand Summary, 2) "Retail Hot Spot" Parking Assessment and Retail Parking Strategy and 3) Parking Program Guiding Principles & Parking Strategic Plan. These documents include a variety of recommendations to improve the current parking program and will help assist the Parking Commission with decisions as they move into the future for Downtown Missoula. Such decisions could involve areas of inventory, utilization, effectiveness, policy development and long range planning strategies. The ultimate goal is to insure that Parking Commission's future decisions will help shape the future of Downtown Missoula in keeping with the goals and vision of this 25 year plan.

3. To provide parking alternatives:

- A. The Parking Commission will continue to partner with other agencies to develop and support TDM strategies that will facilitate affordable transportation, reduce the number of single-occupant vehicle trips and increase transportation options for Missoula residents. Such as:
- Missoula In Motion.
 - Missoula Ravalli Transportation Management Association
 - Mountain Line
 - EZPass Program
 - The Bicycle/Pedestrian Program
 - The Missoula Downtown Association Out to Lunch shuttle.
 - The First Night Missoula shuttle.
 - Bike, Walk, Bus Week.
 - The Dorn Blaser Park & Ride for downtown employees.

City Council Strategic Goals & Department's Implementation Strategy

The City Council established a set of Strategic Goals for city government. Listed below are the Council's goals, followed by the methods by which the Parking Commission is striving to fulfill the Council's goals.

Goal 1 – Organizational Management – *Sustain and enhance our ability to be an efficient, effective, accountable, responsive and respected City Organization.*

Goal 2 – Community Livability – *As a community we promote a safe, healthy, economically and environmentally sustainable Missoula.*

- The Missoula Parking Commission is listed as a Participating Department in the current Strategic Plan City of Missoula FY2004-2008 in **Goal 2: Community Livability**. In this goal under the lead department Office of Planning and Grants, the Parking Commission is to participate in the continued implementation of the Transportation Plan. As stated, to "carry out identified transportation projects and programs that have been identified in the plan as valuable to Missoula including transportation demand management (TDM)" which helps to mitigate the parking demand in the downtown area. Historically, the Parking Commission has been and continues to be committed to developing and supporting TDM and parking demand management (PDM) strategies that support public transportation, facilitate affordable transportation, reduce Single Occupant Vehicles (SOV) and increase transportation options for Missoula residents and specifically employees in downtown Missoula.

Goal 3 – Community Involvement – *We encourage citizen involvement and ownership in our community.*

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . To participate in the Business Improvement District of Missoula's Downtown Master Plan which will include a "Best Practices" study on the Parking Commission's parking program.	0%	25%	90%	100%
2 . As a result of the "Best Practices" study, to implement recommendations made by the consultants for the Parking Commission in keeping with the recommendations made for the greater Missoula study area.	0%	0%	50%	65%
3 . Explore opportunities to increase parking inventory through building a parking structure in the Central Business District.	5%	15%	50%	70%
4 . To continue to maintain and repair the two parking structures, Central Park and Bank Street Structure, in optimum working condition.	75%	75%	75%	75%

Workload Indicators

Indicator	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . Number of tickets issued	71,155	69,639	70,000	70,000
2 . Revenue from tickets	\$ 277,037	\$ 286,213	\$ 250,000	\$ 250,000
3 . Number of special permits issued	425	427	425	425
4 . Revenue from special permits	\$ 8,754	\$ 12,942	\$ 8,700	\$ 8,700
5 . Number of RPPP permits	1,119	1,592	1,200	1,200
6 . Revenue from RPPP permits	\$ 9,790	\$ 12,811	\$ 10,000	\$ 10,000
7 . Number of RPPP tickets	4,534	5,019	4,500	4,500
8 . Revenue from RPPP tickets	\$ 34,785	\$ 45,660	\$ 34,000	\$ 34,000
9 . Meter revenue	\$ 475,006	\$ 478,722	\$ 470,000	\$ 470,000
10 . Lease parking revenue	\$ 523,001	\$ 533,474	\$ 525,000	\$ 525,000

Program Description

The Downtown Business Improvement District (BID) was created through the efforts of the Missoula Downtown Association to address the challenges created by the termination of the Downtown Urban Renewal District (URD I) on June 30, 2005. Implementation began in 2001 with committee development, community education, local media campaigns, meetings with property and business owners, creation of a comprehensive database of property owners, and the required petition process. The process of verifying the petition was finalized at the end of 2004 and the BID was approved by the City Council in April 2005. The BID will serve as an advocate for property owners in the district and address areas such as safety, cleanliness, appearance, marketing, business retention and recruitment, public and private investment in buildings and infrastructure.

Goals & Objectives

ADMINISTRATION

The BID has contracted with the Missoula Downtown Association for administrative and support services. These services include such items as the maintenance of a property owner's data base, oversight of the Clean Team and Ambassador programs, communication with property owners, the creation of marketing materials, and clerical support for the Board of Trustees.

Objectives:

Because this is early in the life of the BID and programs and needs may change as additional input and knowledge is available, these objectives are subject to change as the Board and rate payers further define the priorities for the District.

1. Maintain an accurate data base of rate payers within the BID.
2. Establish a formal system for communicating with rate payers within the BID.
3. Oversee the activities of the Clean Team and Ambassador programs and refine them as appropriate.
4. Identify new programs and priorities for the BID based on input from the rate payers.

MARKETING

The marketing effort will involve multiple objectives. One of the initial priorities has been to establish the identity and purpose of the BID. The Board has created a logo, a web page, and appropriate informational materials. The board is developing an approach to promote the district. Some possibilities include the creation of identifiers such as a downtown logo and directional signage, promotional activities and advertising, and use of the Ambassadors as spokespersons. Another important task is the development of a program to address business retention and recruitment.

Objectives:

1. Continue to refine the purpose of the BID and identify the programs that will achieve that purpose.
2. Continue to refine the BID web page to best serve the needs of the rate payers and serve as a forum for dialogue and dissemination of ideas.
3. The distribution of educational materials to rate payers, elected officials, and the general public.
4. Continued work with business and property owners to identify marketing needs and develop programs and activities to address those needs.
5. Identify ways in which the BID can enhance the uniqueness of the downtown district through graphics, signage, or other means.
6. Work with the MDA to identify areas where the two organizations can enhance each other's activities and efforts.
7. Development of a plan for the recruitment and retention of new and existing businesses.

STREETSCAPE/MAINTENANCE

One of the areas identified as a high priority by property and business owners during the creation of the BID was cleanliness and appearance of the downtown streets and sidewalks. The BID created a Clean Team that began operation during FY06. In FY 07, the Board purchased ash receptacles in bulk and passed on the savings to businesses in an effort to minimize the number of cigarette waste on the streets and sidewalks resulting from the state ban on smoking in bars and restaurants. The BID will purchase new trash receptacles and refurbish many of the older receptacles late in FY 07 in an effort to provide better coverage and improve the appearance of the District.

Objectives:

1. Work with business and property owners, the MDA, and the MRA to further identify areas in which the BID can assist in achieving the goal of improving the cleanliness and appearance of downtown.
2. Refine the operation of the Clean Team to best serve the needs of the downtown property owners and businesses.
3. Coordinate with the MDA, the City, and property and business owners to improve the streetscape through the use of planters, flower baskets, banners, flags, holiday decorations, benches, trash receptacles, and public art.
4. Develop a program to phase in streetscape improvements, as is being done with new trash receptacles, on an annual basis.
5. Evaluate the feasibility of accommodating recycling as part of the provision of new trash receptacles.
6. Develop a program to work with individual property owners to enhance the level of building façade maintenance.
7. Consider the initiation of a program that would provide the purchase of services to clean the outside of buildings and wash windows on a large scale to reduce the cost to individual property owners.

SAFETY

In addition to cleanliness and appearance, another high priority identified by property and business owners was increased safety and security in the downtown area. The BID created an Ambassador program during FY06 to improve the safety of the area through foot patrols, employee escorts, and hospitality services for visitors. The role of that program has been expanded to make the Ambassadors available to speak to civic groups and clubs to promote safety in the District and explain the role and mission of the BID.

Objectives:

1. Monitor and refine the Downtown Ambassador Program to best address the needs of the downtown property owners and businesses.
2. Continue to work with the City Police Department to enhance their efforts to increase safety in the area.
3. Work with the City, Northwestern Energy, and property owners to modify the street lighting to provide for improved lighting in the entire District thus enhancing the safety and reducing the opportunity for vandalism after dark.
4. Consider the creation of a program that encourages the development of new residential opportunities in downtown, putting more "eyes on the street" and thereby reducing crime and mischief.

BUSINESS INCENTIVES & GRANTS

The MRA administered a Commercial Rehabilitation Loan Program and the Life-Safety Code Compliance Assistance Program for many years. Through these programs, MRA developed partnerships with private businesses to eliminate blight, create jobs, and encourage private investment in downtown commercial properties. The need for similar programs continues to exist and the BID will investigate how it can best fill that need, if at all. No funding was identified for this activity in the first year budget. With the basic cleanliness and security programs in place, the BID has adopted a grants policy for requests for funding for public and private projects and will continue to explore other programs and possibilities.

Objectives:

1. Work with downtown property owners to identify the greatest needs and determine the feasibility of the BID creating programs to address those needs.
2. If the Board determines that it can undertake activities of this nature with limited revenues, work with the MRA and financial institutions to craft a program or programs that best address the continuing needs in the District.
3. Monitor the effectiveness of the Grants Policy and consider modifications or expansion if appropriate.

PLANNING & MANAGEMENT

A number of agencies and groups invested in the downtown have recognized the need for a master plan to encourage and guide the growth of this critical part of the City. The Mayor requested the BID Board to lead this effort in cooperation with the many stakeholders in downtown's future, a request that the Board accepted. There is significant cost involved in the creation of a comprehensive plan that can truly guide and shape the future of the area. This will require the pooling of resources from multiple agencies and stakeholders, including, but not limited to, the BID, the Parking Commission, the MRA, the City and property owners.

Objectives:

1. Provide leadership to accomplish the following:
 - a. Identify the scope of the master plan;
 - b. Identify stakeholders and participants;
 - c. Develop a budget and identify funding sources;
 - d. Create an achievable timeline;
 - e. Define the most appropriate and effective process;
2. Create a Request for Qualifications to identify an appropriate consultant team.
3. Participate in the development of the plan in a way that is most effective, either in the role of providing leadership or as a participant.
4. Provide one of the funding sources necessary for the creation of the plan.

CONTINGENCY

As with any new agency or organization, it is impossible to anticipate all of the needs and budget appropriately. The BID Board has placed its anticipated revenues and carryover from FY09 in a contingency account and anticipates identifying how those funds will be used after interacting with the rate payers, the City, the MDA, and the MRA as goals and programs are refined and developed.

FINANCIAL SUMMARY

Budget by Object of Expenditure Category	Actual FY 2008	Amended FY 2009	Actual FY 2009	Adopted FY 2010	Increase * (Decrease)	Percent Change
Personal Services	\$ -	\$ 111,000	\$ -	\$ 150,574	\$ 39,574	36%
Supplies	-	102,300	-	42,900	(59,400)	-58%
Purchased Services	290,000	189,300	395,000	166,060	(23,240)	-12%
Miscellaneous	-	63,000	-	75,000	12,000	19%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Total	\$ 290,000	\$ 465,600	\$ 395,000	\$ 434,534	\$ (31,066)	-7%

Program Description

The Missoula Redevelopment Agency (MRA) was created by the City Council to encourage new development and redevelopment pursuant to the adopted Urban Renewal Plans. Preserving existing public investment, enhancing the tax base, generating employment, and stimulating private investment are the means MRA uses to reclaim urban renewal areas. The MRA encourages infill development, provides for the adaptive reuse of the built environment, and reclaims blighted properties. MRA is empowered by State law and local ordinance to respond aggressively and with flexibility to redevelopment problems and opportunities. Through these activities, MRA also provides alternatives to urban sprawl outside existing municipal service boundaries.

Goals & Objectives

Redevelopment Administration

Ongoing and Mandated Objectives:

- Carry out Agency activities in accordance with Montana Urban Renewal Law.
- Draft guidelines, policies, and ordinances as necessary to address procedural matters in the Agency's operation.
- Coordinate Agency activities internally and with City departments, administration, City Council, and MRA Board of Commissioners.
- Maintain a general administrative function to accomplish the duties of reception, word processing, file maintenance, library organization, general public information, claim processing, billing, payroll, general accounting, correspondence, staff activities reports, budget reports, and transcribing Board minutes.
- Fulfill the general administrative and management functions of personnel, accounting, budgeting and review and approval of claims.
- Prepare Annual Report summarizing Agency activities and containing a statement of financial condition as required by the Montana Urban Renewal Law.
- Prepare Annual Audit in accordance with Tax Increment Bond Covenants.
- Prepare adequate information for Council and MRA Board members in a timely and thorough manner to assure informed decisions and action within no more than two meetings.

Redevelopment Information

Ongoing and Mandated Objectives:

- Disseminate information about redevelopment opportunities in the three urban renewal districts.
- Collect and organize pertinent information in a central location to facilitate the clearinghouse role as a source of information for businesses and individuals.
- Provide general information about redevelopment history, progress, plans, and projects as requested by service clubs, neighborhoods, educational and business organizations, the news media, and citizens.
- Continue to train and update Staff in redevelopment techniques, analysis, project management, and related topics.

Business Assistance and Referrals:

Ongoing and Mandated Objectives:

- Provide assistance through the REVAMP program and other means to existing and prospective business entrepreneurs, tenants, property owners, developers, investors, realtors, accountants, and financiers in the form of accurate and updated information on space and land availability, ownership, and other business location criteria such as traffic, parking, utilities, support services and MRA programs.
- Refer clients and citizens to appropriate providers of information or services.
- Provide general business financial planning reviews in an effort to strengthen the profitability of existing businesses.
- Assist clients and citizens in understanding the recommendations made by City Officials with regard to Missoula municipal, building, and zoning codes as they relate to projects. Facilitate and / or advocate for receipt of necessary permits and approvals.
- Promote the existence of viable investment opportunities and financial programs for renovation, new development, and business expansion.
- Continue to work closely with the Missoula Downtown Association (MDA), Missoula Area Economic Development Corporation (MAEDC), Missoula Housing Authority (MHA), Neighborhood Councils and other neighborhood organizations in order to meet their needs and expectations.

MRA District II

FINANCIAL SUMMARY

Budget by Object of Expenditure Category	Actual FY 2008	Amended FY 2009	Actual FY 2009	Adopted FY 2010	Increase * (Decrease)	Percent Change
Personal Services	\$ 381,345	\$ 403,551	\$ 398,048	\$ 413,348	\$ 9,797	2%
Supplies	4,726	7,368	3,312	7,518	150	2%
Purchased Services	218,889	828,746	329,797	697,261	(131,485)	-16%
Miscellaneous	323,718	1,709,668	308,413	1,109,190	(600,478)	-35%
Debt Service	-	-	-	-	-	
Capital Outlay	1,771,569	2,592,597	121,479	3,118,316	525,719	20%
Total	\$ 2,700,247	\$ 5,541,930	\$ 1,161,050	\$ 5,345,633	\$ (196,297)	-4%

MISSOULA REDEVELOPMENT AGENCY

MRA District III

FINANCIAL SUMMARY

Budget by Object of Expenditure Category	Actual FY 2008	Amended FY 2009	Actual FY 2009	Adopted FY 2010	Increase * (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Supplies	-	-	-	-	-	
Purchased Services	-	12,000	-	12,000	-	0%
Miscellaneous	104,601	2,789,047	195,903	3,463,600	674,553	24%
Debt Service	-	-	-	-	-	
Capital Outlay	7,912	88,000	-	620,000	532,000	605%
Total	\$ 112,513	\$ 2,889,047	\$ 195,903	\$ 4,095,600	\$ 1,206,553	42%

MRA Clearing

FINANCIAL SUMMARY

Budget by Object of Expenditure Category	Actual FY 2008	Amended FY 2009	Actual FY 2009	Adopted FY 2010	Increase * (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Supplies	-	-	-	-	-	
Purchased Services	-	-	-	-	-	
Miscellaneous	925,082	1,040,201	926,635	1,040,201	-	0%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Total	\$ 925,082	\$ 1,040,201	\$ 926,635	\$ 1,040,201	\$ -	0%

MISSOULA REDEVELOPMENT AGENCY

MRA Debt

FINANCIAL SUMMARY

Budget by Object of Expenditure Category	Actual FY 2008	Amended FY 2009	Actual FY 2009	Adopted FY 2010	Increase * (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Supplies	-	-	-	-	-	
Purchased Services	-	-	-	-	-	
Miscellaneous	-	-	-	-	-	
Debt Service	250,800	246,975	246,975.00	248,150.00	1,175	0%
Capital Outlay	-	-	-	-	-	
Total	\$ 250,800	\$ 246,975	\$ 246,975	\$ 248,150	\$ 1,175	0%

MRA Front St URD

FINANCIAL SUMMARY

Budget by Object of Expenditure Category	Actual FY 2008	Amended FY 2009	Actual FY 2009	Adopted FY 2010	Increase * (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Supplies	-	-	-	-	-	
Purchased Services	-	-	-	-	-	
Miscellaneous	-	475	-	475	-	0%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Total	\$ -	\$ 475	\$ -	\$ 475	\$ -	0%

MISSOULA REDEVELOPMENT AGENCY

MRA Revolving Loan Fund – Millsite - Brownsfield

FINANCIAL SUMMARY

Budget by Object of Expenditure Category	Actual FY 2008	Amended FY 2009	Actual FY 2009	Adopted FY 2010	Increase * (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Supplies	-	-	-	-	-	
Purchased Services	-	-	-	-	-	
Miscellaneous	-	-	-	-	-	
Debt Service	23,027	16,875	16,875	16,875	-	0%
Capital Outlay	-	-	-	-	-	
Total	\$ 23,027	\$ 16,875	\$ 16,875	\$ 16,875	\$ -	0%

MRA Safeway - St. Pats

FINANCIAL SUMMARY

Budget by Object of Expenditure Category	Actual FY 2008	Amended FY 2009	Actual FY 2009	Adopted FY 2010	Increase * (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Supplies	-	-	-	-	-	
Purchased Services	-	-	-	-	-	
Miscellaneous	-	-	-	-	-	
Debt Service	-	1,250	1,250	247,883	246,633	19731%
Capital Outlay	-	-	-	-	-	
Total	\$ -	\$ 1,250	\$ 1,250	\$ 247,883	\$ 246,633	19731%

STAFFING SUMMARY

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City Council Strategic Goals & Department's Implementation Strategy

The City Council established a set of Strategic Goals for city government. Listed below are the Council's goals, followed by the methods by which the Missoula Redevelopment Agency is striving to fulfill the Council's goals.

Strategic Goals:

- Monitor tax increment reports to assure correct calculation of the tax collected.
- Maintain the reference library for the Agency.
- Compare and evaluate the effects of modification to State property tax assessment formulas.
- Coordinate MRA's portion of City-wide geographic information system (GIS) for the Agency.
- Identify the training needs of Agency Staff, and budget accordingly.
- Evaluate options and establish mechanisms for improving internal communications.
- Continue to develop property profiles utilizing the Geographic Information System (GIS) for municipal planning purposes, interested businesses, and homeowners in the urban renewal areas to facilitate redevelopment. Also, assist in the planning and development for local GIS capability.
- Improve communication of Agency goals and accomplishments as well as public awareness and involvement using video production, cablecast, and other methods.
- Maintain and promote interactive use of MRA website on the Internet.