

Appendix 22

New Parking Manager Integration Strategy

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This document was developed for another community that was planning to hire a new parking manager. This is being provided to Cleveland County and the City of Norman only as a reference document that could apply to the recommendation to hire a parking manager. This document lays out a proposed timeline for the integration of the new Parking Manager. Its format is a high-level overview of major tasks that need to be accomplished within the first month, first 3 months, first 6 months and major goals to be accomplished in the first year.

First Month

- A - 1 Standard City new employee orientation.
- A - 2 Provide the new manager with previous studies and planning documents related to parking and transportation.
- A - 3 Meet with local private parking operators.
- A - 4 Conduct a critical assessment tour of parking facilities.
- A - 5 Conduct a safety and security audit of all parking facilities. Address areas of concern. It may be good to do this with the assistance of the Norman PD.
- A - 6 Meet with other community groups and partners.
- A - 7 Meet with current City department managers and discuss transition plans.
- A - 8 Conduct an in-depth review of current parking management contracts, leases, etc.
- A - 9 Initial introductory meetings with key downtown stakeholders.
- A - 10 Meet with City planning officials to discuss future parking system expansion plans and other downtown development plans that will impact parking.
- A - 11 Meet with City departments responsible for marketing and public information to discuss how parking can be included in marketing materials and programs.

Within the First Three Months

- B - 1 Review proposed program Vision/Mission Statements for the Parking Department. Modify as needed and adopt.
- B - 2 Assess parking system organization, work plans and staffing needs for the next 1 - 2 years. Make recommendations and hire needed staff.
- B - 3 The Parking Strategic Plan provides a prioritized action plan for implementing changes to parking system management, technology, etc. Review and modify action items timeline based on staffing and other resource availability.
- B - 4 Identify "low hanging fruit" and develop a checklist for accomplishing tasks that can be completed within the next three months. Look for items that can show that positive change

is occurring. (For example, employing the “First 30 Foot Principle” related to garage entrances and exits).

- B - 5 Critique parking technology currently in use. Develop a detailed inventory of all existing parking and access control equipment.
- B - 6 Begin assessment of parking system marketing and branding.
- B - 7 Continue meetings with key downtown stakeholders - identify critical issues to be addressed with each group.
- B - 8 Begin development of plans to update all position descriptions, operational policies and procedures, etc.
- B - 9 Analyze and flow chart current parking system revenues and expenses - begin process of creating a consolidated financial report (see template provided).
- B - 10 Register for membership in the International Parking Institute (IPI) and the Pacific Intermountain Parking and Transportation Association (PIPTA). Begin meeting with near-by parking program peers.

Within the First Six Months

- C - 1 Begin development of a parking technology plan. Identify technology enhancement goals and objectives.
- C - 2 Create first draft of a parking technology capital budget.
- C - 3 Finalize parking system consolidated financial reporting plan.
- C - 4 Develop consolidate parking program budgeting process.
- C - 5 Begin development of parking program comprehensive facility maintenance plan
- C - 6 Gather information on existing parking facility warranties and develop a schedule to conduct walk-through evaluations of warranty items six months prior to warranty expiration (expansion joins, sealants, lighting fixtures, etc.),
- C - 7 Identify facility maintenance critical issues. Evaluate the potential need for a parking facilities condition appraisal.
- C - 7 Begin development of parking program capital facilities plan.
- C - 8 Conduct a parking market rate assessment and evaluate a potential “first hour free” program for downtown lots/garages.
- C - 9 Conduct a review of on-street parking and parking enforcement policies and practices. Detailed templates for a parking enforcement manual and parking enforcement audit program are provided as appendices to the parking strategic plan.
- C -10 Begin the process of developing an Annual Parking Report to keep County/City management updated on departmental goals, objectives, plans and accomplishments. A template for such a report is provided as appendix item in the parking strategic plan.

- C -11 Begin evaluating opportunities for parking to work with and support larger downtown transportation and access issues, including transit, transportation alternatives, signage and wayfinding, etc.
- C -12 Assess Parking's role in supporting downtown special events. Develop or refine specific parking special events policies. Work closely with the Norman Downtowners.
- C -13 Assess current parking revenue control processes. Work with the City's Auditing Department to develop procedures for conducting annual parking audits. Consider engaging a parking consultant to conduct an external parking system operational audit.
- C -14 Create detailed operations manuals for all City Parking facilities. A template for a facility operations manual is provided as appendix item in the parking strategic plan.

Within the First Year

Major goals to be accomplished within the first year:

- Make significant progress in assessing all on and off-street parking management activities. Make recommendations regarding needed improvement and departmental staffing needs. Implement process improvements.
- Develop a parking peer network as an additional tool to increase parking knowledge. Conduct peer program reviews by visiting the programs of the parking advisory panel participants.
- Conduct a safety and security audit and identify and resolve any significant security and risk management concerns.
- Develop effective working relationships with key downtown stakeholders. Work collaboratively to resolve major operational issues and begin development of a strategic approach to position parking as a positive asset in support of larger community goals and objectives.
- Develop a comprehensive parking facilities maintenance plan.
- Begin development of a defined parking planning function and become an active partner in downtown planning efforts.
- Conduct a parking market rate survey and make recommendations regarding parking rate setting guidelines. Evaluate parking validation alternatives.
- Develop a consolidated parking financial statement and monthly management/financial reporting package. Develop consolidated parking department operations and capital budgets.
- Review and evaluate the scope of future departmental operations including an evaluation of on-street parking and enforcement responsibilities.
- Begin development of parking system branding and marketing program.
- Develop an Annual Parking Report. (See template and sample provided.)

This plan may be overly aggressive, but all of these items need to be addressed. It may simply be a matter of the degree to which they are addressed. The new parking manager will need time to get situated into his/her new role and environment, develop new relationships, and begin building a strong background of industry knowledge.