Appendix 36

**Parking Program
Strategic Communications Plan and
Marketing Strategy Implementation Plan**

Strategic Communications Plan Development

Regardless of whether an organization is budgeting for dollars, staff time, and/or scarce resources, strategic investment in marketing and communications often slides to the bottom of the list. However, in reality, thinking strategically about communications, public education, and media relations decisions can support every other aspect of a parking and transportation system's operations.

This section highlights opportunities to proactively engage key user groups in policy and programmatic decisions that will impact their experience accessing downtown Norman.

The strategies have been divided into three categories:

- Program Brand Development, Messaging, and Key Audiences: Ways to build connection, pride, and ownership among staff and users.

- Media Tools and Platforms: Strategies to build the organization's narrative via consistent and creative communication, utilizing the most effective tools.

- Implementation Framework: How to organize the various elements of your plan for practical implementation and progress tracking.

Key Definitions

Brand Position: A brand position is a simple statement that conveys the essence of an organization and provides a promise to both customers and partners about the type of environment that can be expected. It also sets the tone for the development of the actual brand, which will only resonate with patrons and investors if it reflects the true character of the organization it represents.

Messaging: A messaging strategy is the foundation for all of an organization's marketing efforts. Put simply, a messaging strategy tells the audience that you are trying to convey why they should visit your organization, what they will find when they do, and why they should care. For a brand to resonate with its customers and partners, the messaging strategy needs to inspire confidence that the organization understands its patron and partner needs, and has something relevant and unique to offer.

Vision: This statement should be very aspirational and speak to the organization's ultimate point of success.

Mission: This statement defines what an organization is, why it exists, and its reason for being.

Program Brand Development, Messaging and Key Audiences

Intentional promotion and positioning of the County/City's parking and access options will provide opportunities for increased user recognition and engagement, as well as increased understanding about existing and future service areas.

Organizational Brand

An organizational brand goes beyond an organization's name, logo and visual identity. A brand represents an unspoken promise, or commitment – of quality, value, professionalism and financial stewardship – about the consistent experience patrons can expect when interacting with the County/City's parking system. Over time, a brand becomes synonymous with an organization and its programs/facilities. When patrons see an organization's signage, communication pieces or uniforms, an emotional connection is created that evokes the memories and feelings

that a person associates with a particular organization.

Branding creates value and starts with truth. It identifies shared values and areas of expertise; for example, what community needs are and are not being met by the organization? What story is your current brand telling about the organization? What story do you want to tell? Your organizational brand provides the foundation for the creation of content and tone for marketing efforts, customer relations efforts, and organizational culture.

The new public parking system in downtown Norman will need a brand identity that is clear, consistent, and that starts the interaction with a parking patron – whether online or on the street – in a positive manner.

In addition to creating a program logo, it is strongly recommended that the County/City develop the following foundational brand elements as part of the development of their new parking system: 1) an organizational brand position statement, 2) a Vision Statement, and 3) a Mission Statement that support the guiding principles outlined in the larger Parking Strategic Plan.

The Mission/Vision and Guiding Principles poster to the left is an example from the Anchorage Community Development Authority's EasyPark program.

Messaging

Messaging provides a foundation for the creation of content and tone for marketing, advertising, and outreach. Messaging for Norman's parking system should focus heavily on how the department will work to align parking policies and programs with the community's strategic development and growth goals.

The three key elements to effective brand messaging include:

- **Consistency:** Keeping similar tone/feeling when communicating to your patrons.

- **Frequency:** The driving force – keeping the message in front of the audience as often as possible – and not just focusing on providing "must have" information about construction, special events, and programs but updates that reinforce the goals of the organization and remind users of the bigger picture.

- **Anchoring:** Messaging that provides a compelling call to action. Memorable, high impact language and visual presentation that talks to the patron, not at the patron.

When talking with stakeholders over the course of three months, several key topics were mentioned that will be useful for County and City staff and leadership as they work to create the messaging that will support this next chapter of coordinated access management for the downtown Norman.

Parking and transportation in downtown Norman:

- Are "quality of life" issues

- Should be developed in a way that is "fair" and "equitable"

- Must be easy to find and well-signed

- Should "enhance the downtown experience" and be "flexible"

Target Audiences

A successful communication and outreach plan starts with identification of the primary and secondary audiences. While every unique communication effort doesn't have to be tailored to meet a specific audiences' needs, it is important to keep in mind that communication – especially during intense or challenging times – isn't always a "one size fits all" solution. Audience identification can help the City and County know when additional communication or explanation of a situation might be needed. It also helps prevent overwhelming customers with irrelevant or too much communication, and can assist with making choices about which communication tools will be most effective for a particular audience (i.e., using heavily-trafficked online resources.

The following parking user groups have been identified as primary audiences for the parking system:

Frequent Patrons: This audience includes daily commuters and regular patrons of businesses, organizations, and entities that interact with the public parking system at least once per week. These customers are more informed about parking policies and regulation than the average parker, however they may be more resistant to future changes because they have an established routine. This audience likely has an established connection with another downtown stakeholder group (like Norman Downtowners Association) so they are more likely to be plugged into an existing communication network that can be leveraged by the new County/City's parking program.

Visitors, New and Future Patrons: This audience includes moderate to infrequent users and potential future users. This audience also includes suburban residents who travel to the city center for special events or meetings. This is a more challenging group to reach because of their infrequent use of the system; however, they are also likely to complain the loudest when they have a negative parking experience.

Central Business District Stakeholders (Norman Downtowners Association, Campus Corner business and property owners, merchants, downtown residents, etc.): This audience segment is highly engaged which can provide both a challenge and opportunity. On one hand, they are very knowledgeable and are connected to larger groups of stakeholders or customers. On the other hand, while these groups often lack knowledge about professional parking management policies and can become quickly frustrated at the slow pace of the public sector. The County/City has an active, engaged and professional partner in the Norman Downtowners Association. Leveraging this relationship will be key as the County and City work to get the word out about how parking will be managed in the future.

OU: OU is one of the most important audiences to consider and consult with on parking and transportation issues, especially in the area of Campus Corner. As was reflected in stakeholder meeting comments, neighborhoods adjacent to the OU campus are constantly impacted by students parking and accessing campus using neighborhood streets and curb space. It is vitally important the City stay in close communication with OU staff and neighborhood leadership to

address new issues that might arise from student parkers spilling out of campus to enrollments grow and the campus implements their own parking management strategies.

Secondary audiences include:

- City of Norman neighborhood associations
- Downtown business or property owners who are actively managing parking
- County residents and businesses
- Media/Press

Here is a helpful way to think about how each of these pieces – organizational mission, vision, messaging, and audiences – all fit together to create one cohesive brand position:

BRAND POSITION:

- To (Target Audiences):
- We are (Unique Identifier):
- That (provides "X" to the audience):
- By (details that support "X"):

VISION:

- How would you define your ultimate point of success?
- What umbrella task/goal do you possess that will be worked on indefinitely?

MISSION:

- What will you do to continuously work towards your vision?
- What markets are you serving and what benefit do you offer them by working towards your vision?

Questions to identify key words in a statement that presents the means in which your organization will work towards the vision:

- What perceptions, habits, or beliefs do we need to work on or develop in order to grow?
- What are we "selling"?
- Who do we benefit?
- What's in our Tool Kit (i.e., what resources do we provide)?

MEDIA TOOLS AND PLATFORMS

It is important to identify and utilize a variety of mediums when communicating with current and future parking customers. From updating the community on current construction projects, policy changes, to providing basic educational information or rolling out system enhancements, the key is to communicate early, often, and in ways in which your messages will be heard.

When identifying the media tools and platforms that will work best for the parking system, the following items should be considered:

Web Presence

The parking department's webpage should be a one-stop shop for all critical information about parking services and policies in downtown Norman.

When one visits the City of Norman's website today, there is no information to be found about parking unless one selects the "search" function. After performing a search for "parking", the first item that comes up is how to pay a utility bill online. As shown in Figure 4, general information about the Parking Enforcement Section is the 5th displayed result.

"MUST HAVE" ONLINE RESOURCES

- Basic parking information/location/directions
- Mission, vision, and values of the organization and the work underway to achieve those goals
- Detailed information about service and programmatic offerings
- Comprehensive calendar of events and opportunities for target market audience engagement with the organization
- Links to social media
- Special event information including event-related street closures, special event parking rates, and links to legitimate private event parking operators
- A contact form
- Emergency phone number/contact information that is answered 24/7
- Section with professional pictures of staff, leadership, and front line parking staff
- The ability to pay citations, purchase permits, and cancel permits
- Important news including construction-related street/lane closures, temporarily reserved parking areas, special event parking information, meters that are hooded or out of service, etc.
- Links to relevant transit information, including UTA bus routes, FrontRunner information, BRT updates, etc.
- Information for cyclists

Figure 1. City of Norman Search for "Parking"
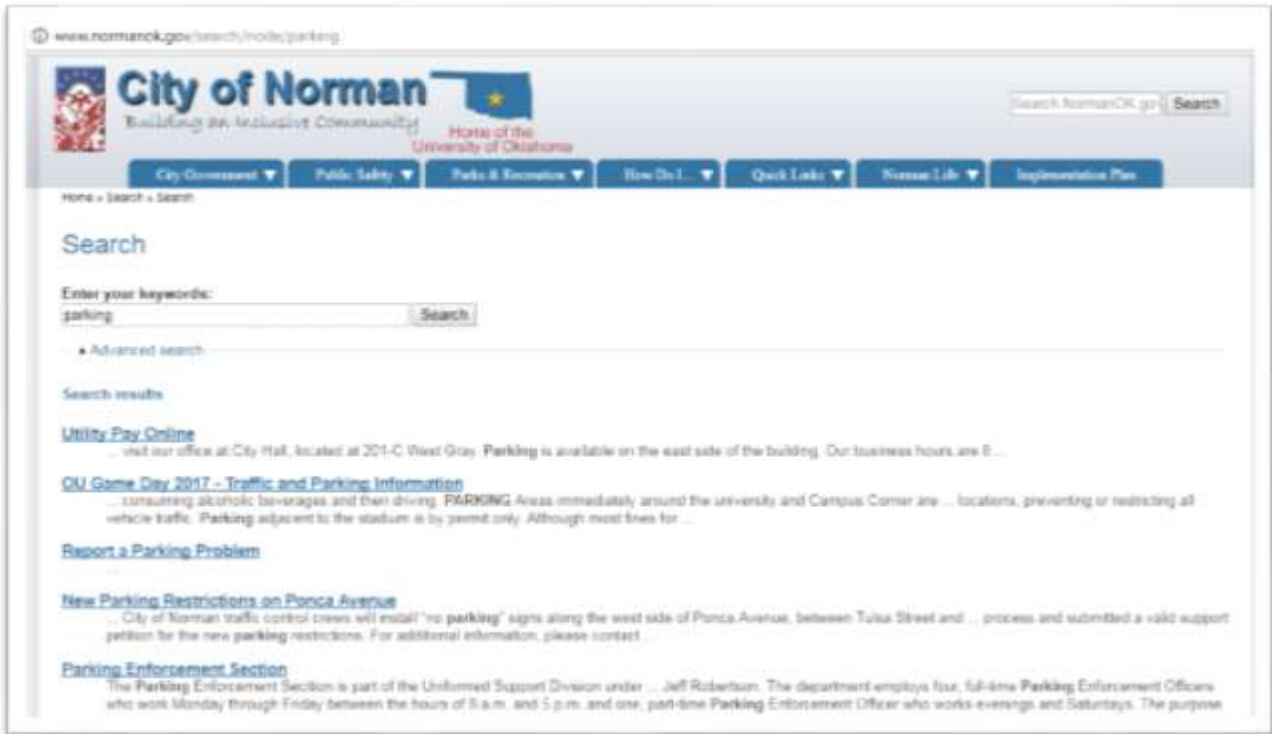
When one performs a Google search for "parking in Norman", the first link on the search results is a link for how to pay a parking ticket. Nowhere on the City or County websites or in the Google search results could a map of available parking locations or rates be located, and information regarding public transportation is difficult to find for visitors.

As the web is often one of the very first places that visitors will go to find parking, it is critically important the City of Norman has a link to information about parking and transportation options at a very high level on its main website, preferably on the home page under the "Departments" drop down box. As the City looks to elevate the level of customer care provided online, the following enhancements should be considered:

- The web page must be well-managed with a plan to keep content fresh and new. Users returning to the site and finding nothing new are likely to stop utilizing it as a resource. Important news should be more prominently listed on the home page.

- The web page should have a balanced mixture of written content and visual imagery. Cleveland County's site follows this balance well and the format used for the rest of the City's website should be carried over into future parking web page(s).

- The site should be reviewed to ensure accessibility for those with visual impairments.

- Look into using Google Analytics (or a similar tool) to track where the website is receiving the most traffic and actively move those items to the home page (this will be discussed later in the Metrics section).

Social/New Media Tools

Social media has changed the way people communicate, how stories are told, and how information gets distributed. However, as many industries are noticing, social/new media strategies are only as effective as the consistency of the staff, intern, or volunteer time that is spent to maintain them. The effective use of social media means making a commitment to keeping it updated and fresh with content. The most successful parking programs and organizations using social media are creative in their messaging and approach, using the site not just for information, but for contests and fun interactions as well. Social media gives the brand a personable and down to earth accessibility that gives a user a continuous reason to keep coming back.

The City of Norman already uses a variety of social media sites to connect with residents and visitors including Facebook, Twitter, and Pinterest. As the City of Norman considers the many community education and communication tools that will be part of the new parking department's "Tool Kit", social media should be a strong contender.

Figure 2. Social Media Site Market Percentage
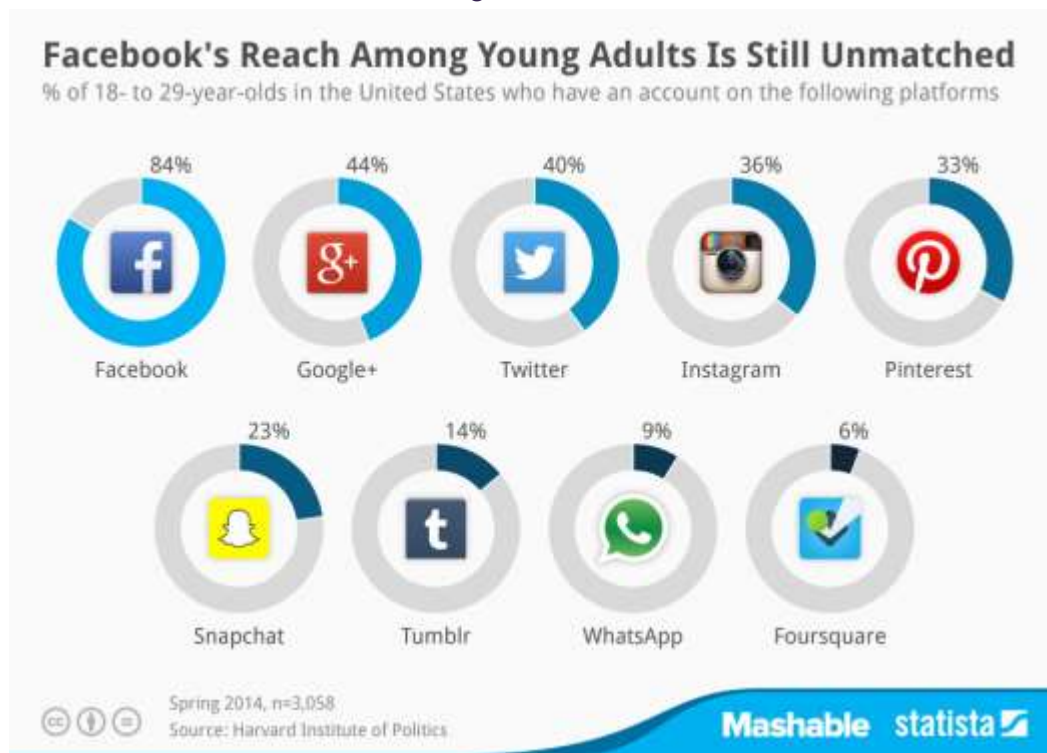
Cleveland County and the City of Norman has a youthful population filled with students, young families, and tech-savvy professionals. According to a 2014 study of Americans aged 18-24, "more than half of Millennials said they would consider moving to another city if it had more and better options for getting around, while 66% said that access to high quality transportation was one of the top three criteria they [weighed] when deciding where to live". These audiences are likely already on social media and will come to expect that they'll be able to follow, tweet, post or tag a picture as part of their basic customer service interaction with the new parking enterprise.

All the social/new media tools should ultimately tie back and feed live updates to the parking department's web page.

Additional Communication Tools and Tactics

In addition to a fresh and interactive web presence and active engagement with social/new media strategies, the following communication tools can be very useful for sharing information and engaging diverse user groups:

- **Utility Bill Survey:** The utility bill is a powerful tool because it is likely to reach a far larger audience than can be reached by other, often online-only, tools. Utility Bill inserts can provide link information and QR codes, and can list other ways that residents can provide feedback (i.e., upcoming meeting dates, phone number or email information).

- **Opt-in Text Message System:** For those community members who are faced with "email overload" or who choose not to have a smart phone, offering an opt-in text messaging system is a good option. A text message number would be provided to community members interested in receiving text messages about upcoming meetings, construction updates or programs that might impact their neighborhood. This system can be relatively inexpensive and easy to manage. Normal text messaging rates for those who opt-in do still apply.

- **Educational Materials:** As downtown Norman's parking system matures, it will be important to consider the diversity of audiences in downtown Norman and offer a variety of informational pieces, both online and in more traditional formats like informational "one pagers". These documents should live online where they can be downloaded and printed at home, as well as distributed at meetings and at the future parking office. Some examples of basic informational pieces to consider developing include:

- **Parking Department Overview:** Include basic information like Mission, Vision, Values/Guiding Principles, contact information, website and basic enterprise information like facility locations, pricing and how revenues are spent.

- **Annual Report:** An Annual Report provides programs with an opportunity to document and share progress made over the course of a year. Some basic items to include in the report: annual achievements, budget information, marketing and outreach efforts, priorities for the coming year and statistics on customers served. The Annual Report can also include results from benchmarking and customer service surveys. A popular trend in Annual Reports is the creation of online only reports that are designed as infographics instead of the traditional text report. This can cut down on cost, provide additional transparency, and be more digestible for stakeholders.

- **Commuter Information:** As Norman works to promote the use of other modes, it will be important to track the percentage of customers using various modes. This information can be folded into an Annual Report or presented as a stand-alone enterprise marketing piece.

Educational Videos: Videos can be a powerful instructional and informational tool, especially when trying to convey often technical information about new parking technology. Videos are also a great way to include customers or other popular community leaders like Mayor Miller in the development of educational materials, videos and other media campaign (i.e., customers/community leaders can be used to demonstrate technology in educational videos,

replace stock photos on your Web site and can be trained as citizen peer advocates for a particular stakeholder group).

"Industry Captains": One of the most powerful tools that can be leveraged is the sharing of information and advocacy of an idea by peer groups. The new Parking Program Director should make one of his/her first tasks to reach out to key thought leaders in the business, residential and community development sectors and work on getting their buy-in to act as citizen ambassadors for the new enterprise. These "Industry Captains" can then help broaden the reach of key messages and often their voices can carry more weight and gain more trust with peer groups than messages coming straight from the City, County, or other public source.

Explore free smart phone applications that can help provide information without a significant capital investment. Applications like "ParkMe" are free to consumers and use algorithms, rather than expensive real time data, to help customers find a space using their mobile device.

Continue frequent user focus groups and targeted stakeholder engagement. The public consultation work that was done as part of the broader Parking Strategic Plan has laid the foundation for frequent future communication with community stakeholders. It is strongly recommended that this trend continue and in the future, have interactive stakeholder consultation opportunities to keep the community informed, educated, and part of the decision-making process for future program, policy, and technology decisions.

Patron engagement campaigns:

- **PARK(ing) Day:** PARK(ing) Day is an annual worldwide event held each fall where artists, designers, and citizens transform on-street parking spots into temporary public parks (www.parkingday.com). This would be a great campaign do in partnership with the Norman Downtowners Association.

- **Bike to Work Day:** Partnering with a very active bicycle and pedestrian advocacy group in this effort could be a positive way to encourage increased use of alternative modes of transportation in the City. An awareness event could be held on Bike to Work Day in partnership with local bicycle advocacy groups.

- **Include customers** in the development of educational materials, videos, and other media campaigns (i.e., customers can be used to demonstrate technology in educational videos, replace stock photos on your website, and can be trained as citizen peer advocates for a particular stakeholder group).

Public Relations

The importance of a well thought out public relations plan cannot be overstated because in the absence of information, the general public will make up their own answers and/or rumors will be given more "legs" than when an organization is proactively pushing out their desired message.

Communicating about parking requires both technical savvy and an understanding of the often-intense emotions that are experienced when dealing with parking concerns and issues. Relationship and trust building can be slow, however there are a few strategic first steps that can be taken to begin developing productive relationships with the general public and the media:

- **Form strong, reciprocal relationships with local media:** This is especially important during times of crisis and should include local and regional media outlets. The consulting team observed a strong interest from local and regional media in covering the Strategic Parking Management project and City and County staff indicated a productive ongoing relationship with several local media outlets. It is strongly recommended that the County/City continue to build and strengthen these relationships in order to leverage the broad reach of those media outlets.

- **Be out in front of stories:** The new downtown Norman parking management team and City and County Communications staff should be in frequent touch to discuss potential public relations issues and to make a joint and informed decision about what communication is needed and the best angle to take.

- **Develop a Crisis Communication Plan:** It is absolutely critical to have a written Crisis Communication Plan in place and to know the chain of command protocols for addressing the issue publicly before control of messaging is lost. Please note that any plan should be vetted by and complement the City's and County's overall Crisis Management Plans. (See Appendix 35 for a Sample Crisis Communication Plan outline).

- **Feed information to media:** This may run counter to the operating norm for many parking systems who try to fly under the media's radar, but it is particularly effective when a crisis hits and you want to be one of the first calls the media makes.

- **Ramp up communication during times of transition:** People and organizations often stop communicating during times of transition (i.e., construction, program building, and introduction of new technologies) because they feel that they "aren't there yet" and need to have everything completed before bringing their constituencies along. This is exactly the opposite of what should be done; parking and transportation changes and/or "inconveniences" can lead to intense frustration and fuel complaint volumes. During times of transition, communication should be:

    1. Clear and understandable
    2. Tailored to your key audiences
    3. Repetitive and simple

Planning Context

This framework was designed to provide strategies that can be implemented immediately, as well as those that will take longer to develop and cultivate. Some recommendations can be done with little to no resources while others will require more significant investment.

This section includes both a high-level overview of the strategies that are recommended as immediate focus areas for the City and County, as well as a detailed implementation matrix that has been developed to guide staff through implementation of the elements outlined in the preceding sections.

Key areas to consider during plan implementation and in combination with the tools and tactics outlined in the previous section include the following:

Staffing and Staff Development

The organization should have a qualified individual or individuals who are properly trained to provide the marketing, communication, and stakeholder outreach expertise needed to meet the organization's strategic goals and effectively serve its patrons.

Recommendations:

Job description(s) or part of existing job description with specific marketing and communication duties are established and documented. They are an integral part of initial training, evaluations, and promotion opportunities.

Position specific training is well organized, effective, and ongoing. The extent and depth of training is tailored to the skill level of the employee and should be well documented.

Employee performance measures specific to marketing and communication are established as part of the employee onboarding process. Performance evaluations should occur regularly and be well documented.

- Formal evaluations are performed at least once a year.

- The evaluation process is supported by an appropriate written evaluation instrument that includes both scored criteria and relevant comments from the evaluator.

- Evaluation criteria are specific to the marketing and communications functions and responsibilities of the employee being evaluated.

- Evaluation documentation is produced and the evaluation interview conducted by the supervisor who is in the best position to evaluate that employee's performance.

Suggested Documentation:

- Job description with specific marketing, communications, and public relations duties

- Marketing and communications training program outline, materials, and records

- Ongoing development program for marketing and communications staff member

- Schedule and materials

- History of participation and completion

- Marketing and communications specific evaluation forms, criteria, and evidence of evaluation completion (minimum annually)

Annual Communications, Marketing and Stakeholder Engagement Planning

The organization should create an annual communications, marketing, and stakeholder engagement plan and a dedicated budget that supports the overall organization's strategic goals. The plan should be reviewed regularly and includes reporting and evaluation metrics.

Recommendations:

The plan is established and refined in the 3rd and 4th quarters of the preceding fiscal year and is aligned with the organization's overall strategic goals. Plan is assessed bi-annually by the marketing and communications staff member(s) and the appropriate supervisor.

Create a dedicated communications, marketing, and stakeholder engagement budget.

- The budget priorities are established and refined in the 3rd and 4th quarters of the preceding fiscal year and are aligned with the organization's overall strategic goals. Budget is assessed quarterly by the marketing and communications staff member(s) and the appropriate supervisor.

Metrics are identified to evaluate the effectiveness of marketing and stakeholder engagement tactics, campaigns, and strategies. (See the "Metrics to Measure Success" section for ideas)

- Metrics are assessed annually. These evaluation processes are supported by appropriate written documentation.

- Evaluation methods should include, but are not limited to, the following: outreach to internal and external audiences, through targeted surveys and/or focus groups, vendors, sponsors, partnering organizations, web and social media analytics.

Suggested Documentation:

- Strategic Communications, Marketing and Stakeholder Engagement Plan

- Process description and notes/minutes from meeting where proposed marketing and community outreach plan is reviewed and approved (at least annually)

- Notes/minutes from meetings where marketing and community outreach budget is reviewed and discussed (at least bi-annually)

- Process description and notes/minutes from meeting where evaluation metrics are reviewed and approved (at least annually)

- Written documentation of evaluation metrics, processes and data

Media Relations Planning

The organization should have an established media relations strategy that includes local, regional, and national media connections. Strategies should be built on a foundation of trust, reciprocity, and transparency.

Recommendations:

Develop a media relations strategy.

- Includes a comprehensive list of local, regional, and national media contacts that is reviewed for accuracy at least quarterly.

- Strategy includes specific sub-sections outlining approved policies and procedures for addressing re-occurring annual, seasonal, campaign and event specific communications functions (i.e., special events, service disruption, construction).

- Strategy is aligned with the organization's overall strategic goals and assessed every other year by the marketing and communications staff member(s) and the appropriate supervisor.

- The organization has a designated individual or individuals who are properly trained to communicate with the media.

- The organization has one or more designated spokespeople who have specific experience and/or have received training on how to communicate effectively with the media.

Suggested Documentation:

- Up to date media list.

- Names and titles of designated media spokespeople.

- Documentation of media/public relations training program for all designated spokespeople.

- Records of past media relations campaigns and/or notification materials and documentation (i.e., press releases, collateral material, talking points etc.).

Please note: Recommendations related to staffing and annual planning for marketing, communications, and ongoing community outreach efforts should align with and complement future strategic decisions made about organizational structure and staffing as part of the recommendations outlined in the Parking Strategic Plan.

Implementation Matrix

The following implementation matrix aims to provide guidance on short-, mid- and long-term implementation recommendations for communications, marketing and stakeholder engagement efforts.

Strategies correspond with categories listed in the previous sections and are coded for ease of reference as follows:

- Web Presence (Web)

- Social/New Media Tools (Social)

- Additional Tools and Tactics (Tools)

- Public Relations (PR)

- Staffing and Staff Development (Staff)

- Annual Communications, Marketing and Stakeholder Engagement (Engage)

- Media Relations (Media)

- Visual Identity (Identity)

- Metrics (Metrics)

It is important to note that the timing in this matrix is assuming that implementation of the broader Parking Strategic Plan begins in spring 2018. The strategies outlined in 2018 are also much lighter than those outlined for 2019 and 2020. This is due to uncertainty about the timing for hiring/realigning County/City parking department staff. Matrix timing can be adjusted according the actual timing of implementation.

Table 1. Marketing Strategy Implementation Matrix - Year One

Marketing Strategy Recommendation		Responsible	Budget Considerations
Identity	Create and release an RFP for brand and visual identity development that aligns with the City and County's brands. Services to be included: - Development of Parking Department Vision, Mission, and Values - Logo - Brand identity standards - Templates for collateral - Uniform design Annual report template/design (could be paper or online infographic)	Future Parking Department Director, with support from County/City Marketing and Communications staff	Brand development: $7,500 - $10,000 depending on vendor and complexity of scope. It makes sense that the City and County would include the vendor who created their brands in this process.
Web Presence	Work with the County/City's Marketing and Communications staff to	Future Parking Department Director, with support from	- Dependent on current County/City contract stipulations

	outline web content for a new Parking Services web page.	County/City Marketing and Communications staff	$2,500 - $5,000 depending on complexity of site
Social	• Work with County/City Marketing and Communication staff to develop a 3rd and 4th quarter social media schedule for parking and transportation related posts. The purpose of these posts will be: o Begin tracking "likes", "retweets", and other social media interactions to see where customers are going most frequently. o Provide information about where customers can park. Continue the conversation with customers about this planning effort and implementation plans.	Community Development staff, with support from County/City Marketing and Communications staff	No cost beyond staff time.
Media	Create a comprehensive media contact list for the new Parking Director	Community Development staff, with support from County/City Marketing and Communications staff	No cost beyond staff time.
Staffing	Develop job description duties specific to communications and public engagement • Ideally, this position will be an FTE, however in the next few years, it could be a shared position with another department • Also explore collaborative opportunities with organizations like the Norman Downtowners Association for potential cost/staff sharing opportunities Explore opportunities for intern support of marketing, communications and social media tasks	Community Development and eventually the new Parking Director	No budget impact in 2015.

Engage	Develop an Annual Communications & Stakeholder Engagement Plan • Ideally, this would be done in late 2017, in preparation for 2018 Develop specific communications and stakeholder engagement budget	Community Development staff, in coordination with new Parking Director	$20,000 - $25,000 total communications budget for 2018. Includes funding for various campaigns and outreach efforts, with the majority of 2018 funding going towards department start-up costs (i.e., apparel, web design, etc.).
Metrics	• Identify data benchmarks that create accountability to both internal stakeholders (i.e., County/City leadership) and external stakeholders (i.e., patrons, partners). • Develop a patron and partner survey that is administered annually and that tracks similar items to begin building patters and provide data on program trends. See the next section, "Metrics to Measure Success" for additional detail.	Community Development staff, in coordination with new Parking Director	$500 - $750 for online tool like SurveyMonkey; assumes premium membership at $50/month. Less expensive options are available.

Table 2. Marketing Strategy Implementation Matrix – Year Two (2019-2020)

	Marketing Strategy Recommendation	Responsible	Budget Considerations
Identity / Web	Launch new brand: • Selected vendor for visual identity development should work with staff to outline brand launch timeline, strategy, goals as part of their scope • Launch new parking department web page(s) Public education campaign	Parking Department Director and staff, in coordination with County/City Marketing and Communications staff	$2,500 - 5,000. Collateral materials, launch party, staff apparel, and other key marketing pieces.
Identity	Begin exploring additional parking signage and wayfinding needs. Depending on signage needs, work with Community Development/Marketing & Communications staff to create an RFP for additional signage needs	Parking Department staff, in coordination with County/City Marketing / Communications staff	TBD – based on needs, however a good signage system to consider is the ParkLine signage system by Pictoform (used in Boulder, CO).
Social	• Develop a social media policy • Develop a social media calendar, at least quarterly • Continue actively curating selected social media sites and/or working with County/City Marketing and Communications to provide fresh and relevant content for posting on the City and County's main social media sites • Monitor patron and partner engagement with sites to ensure ROI for staff time and effectiveness of each tool Leverage partnerships with partnering organizations (i.e., Norman Downtowners Association) to expand social media outreach efforts	Parking Department staff	$500 for staff training classes on latest social media engagement strategies.

Category	Action	Responsible	Cost
Tools	Produce a 2016 Annual Report	Parking Department staff	Depends on vendor and quantity, however a reasonable estimate is: $7,500-$10,000 for design and printing hard copy version; $4,000-$5,000 for online version (depending on vendor).
Tools	Begin identifying no/low cost smart phone applications that increase customer service offerings (i.e., ParkMe)	Parking Department staff	No cost beyond staff time and training.
Media	Schedule in-person meetings with key news directors to inform the media about the role of the Parking Department, the department's main areas of focus, and the positive impacts that the community can expect to see as a result of the new organizational structure (include print, television, and digital media)	Parking Department Director and/or designated communications and public engagement staff liaison	$200 for creating press packets.
Media/PR	Begin building local and regional recognition for new brand via outreach efforts in partnership with local organizations: • Develop a public education campaign focused on helping residents and visitors find parking quickly and park legally • Co-host Bike to Work Day with local bicycle advocates (Spring) Participate in PARK(ing) Day 2018 (Fall)	Parking Department staff	Budget $2,500 - $3,500 for marketing campaign activities
Staffing	Establish at least a half time position to handle communications, customer engagement, and public relations for the Parking Department	Parking Department Director	Dependent on 2018 City and County staff salary rates.
Staffing	Develop performance measures for communications staff person that are tied to the goals outlined in the Annual Communication and Stakeholder Engagement Plan.	Parking Department Director	No cost beyond staff time.

PR	Begin developing a Crisis Communication Plan (see Appendix 35 for an example)	Parking Communications staff member, in partnership with Parking Department Director and County/City Administration	No cost beyond staff time.
Engage	Create 2019 Annual Communications & Stakeholder Engagement Plan by 4th quarter 2018 • Review effectiveness of 2017-2018 efforts by 3rd quarter 2018 Create communications and marketing budget for 2019 by 3rd quarter 2018	Parking Communications staff member, in partnership with Parking Department Director	$30,000 total communications budget for 2016. Includes limited funding for possible new signage implementation costs.
Metrics	• Establish data benchmarks and collect first round of baseline information Administer patron and partner survey.	Parking Communications staff member, in partnership with Parking Department Director	$500 - $700 for in-house execution; $5,000 - $7,500 for outsourced survey execution.

Table 3. Marketing Strategy Implementation Matrix – Year Three (2020 and Beyond)

Marketing Strategy Recommendation		Responsible	Budget Considerations
Identity / Web	• Continue signage installation (as needed) • Revisit organizational Vision, Mission, and Values to ensure that department programs and policies are still aligned with the organization's guiding principles Begin tracking website analytics and establish a schedule for making regular website updates, both in terms of content and functionality (i.e., online marketplace capabilities	Parking Communications staff member	• For signage installation: Dependent on what was accomplished in 2019 • For organizational values assessment, no cost beyond staff time Website updates: Dependent on staff time vs. outside vendor for maintenance and updates
Social	• Continue actively curating all social media sites • Begin tracking social media analytics Monitor patron and partner engagement with sites to ensure ROI for staff time and effectiveness of tool	Parking Communications staff member	No cost beyond staff time.
Tools	Produce 2019 Annual Report	Parking Communications staff member	$6,000 -$8,000 for design and printing of hard copy option (assumes use of previous materials/format); $3,000-$4,000 for online version.
Tools	Implement no/low cost smart phone applications that increase customer service offerings Includes educational campaign, marketing and signage	Parking Communications staff member	$2,000-$3,000 for public education, marketing and signage, if applicable.
Media	Continue active relationship building with local media, including annual meetings with news directors	Parking Communications staff member	No cost beyond staff time.
Staffing	• Continue staff development and training, including a review of staffing levels to support communications and stakeholder outreach activities	Parking Communications staff member and Parking Division Manager	$2,000 - $3,000 for staff training and possible paid intern.

	Consider developing a intern program to support this position if still at half/part time		
Media/PR	Continue building local and regional recognition for new brand via outreach efforts in partnership with local organizations: • Participate in PARK(ing) Day 2020 • Participate in "Bike to Work Day" Participate as a vendor/sponsor at popular local festivals/events	Parking Department staff, in partnership with local organizations like the Norman Downtowners Association	Budget $5,000 for new programs and possible sponsorship opportunities.
Engage	Create 2021 Annual Communications & Stakeholder Engagement Plan by 4th quarter 2020 • Review effectiveness of campaigns by 3rd quarter 2020 Create communications and marketing budget for 2021 by 3rd quarter 2020	Parking Communications staff member in partnership with the Parking Department Director	TBD based on activities outlined in 2020 Annual Communications and Stakeholder Engagement Plan.
Metrics	• Use data benchmarks and make adjustments to build 2020 Annual Marketing Plan and budget priorities (i.e., media impressions and Google Analytics) Administer patron and partner survey. By 2020 (the third year), there should be enough data to complete a trend analysis and make adjustments to budgeting per survey results.		$500 - $700 for in-house execution; $5,000 - $7,500 for outsourced survey execution.

Metrics to Measure Success

City and County leadership and staff should be commended for their commitment to including the community in the exploration of new, customer-focused initiatives like the Parking Strategic Plan. What the County/City rightly realizes is that metrics and benchmarks are an important aspect of instituting any program and for each initiative embarked upon, specific metrics should be established. A strategic and proactive communications and stakeholder engagement plan can lead to tremendous progress, but how does an organization truly know which tactics and campaigns are making the difference and when they have achieved "success"? The County/City should consider investing in one or several of the following tools and strategies for measuring both the success of outreach campaigns and customer satisfaction:

Surveys

Surveys are by far the most commonly used tool for organizations looking to track consumer and investor perceptions towards an organization or initiatives. Surveys should probe how well the organization is serving its constituents and identify what improvements and/or additional services they'd like to see. The prevalence of online survey tools like SurveyMonkey make it easy to bring some of the evaluation processes in house at significant cost savings for the parking program. However, when the program has a significant campaign, is looking to introduce a new technology and/or would like to ensure statistical significance for survey results, outsourcing survey distribution and analysis to an established market research firm is recommended. Several types of surveys can be conducted, including but not limited to:

- *Business Owner/Operator*: Determines perceptions, attitudes and preferences related to parking, mobility and its impacts on business operations and viability.

- *Customer Survey:* Determines the parking needs and concerns of a consumer or visitor.

- *Resident Survey:* Determines specific neighborhood and overflow parking concerns within the community.

Establish Data Benchmarks

Benchmarking data is an excellent way to measure the success of both annual and project/initiative-specific strategic planning efforts. We recommend that the following data and indicators be benchmarked and tracked as the communications and stakeholder outreach strategy is implemented:

- *Media Impressions:* Number of news clips in newspaper, magazine, television and radio. Using advertising costs, average the value of free mentions from public relations efforts.

- *Social Media Metrics:* Tracking social media analytics can be time-consuming, expensive, and/or seem like an exercise in futility but there are a few free tools that can be used to track your growing social media presence:

  - Hootsuite: Hootsuite is often used by organizations to manage of all of their social media accounts on one platform, however its recent partnership with Brandwatch has added the extra benefit of analytics.

- Twitter Analytics: Twitter Analytics allows users to track impressions, retweets, profile visits, mentions and increases or decreases in followers. And best of all, it's completely free.

- Facebook Page Insights: This free tool allows page managers to "view the page's performance, learn which posts have the most engagement and see data about when your target audiences are on Facebook" (Facebook.com; General Page Metrics)

- Website Metrics/Google Analytics: Google Analytics is a free tool provided by Google that is constantly being updated and improved. It will not only show you valuable data about your website visitors, how they got there (Google search keywords, referral or direct entry), and their location, but you can also monitor and view reports on their experience on the site – where they stayed the longest, what they were looking for, where they left, etc. This tool allows you to produce a variety of reports that can be measured upon for specific online campaigns, for overall usage over periods of time, and to help provide a basis for further improvements and/or to fix functions that may not be working as intended for the end users.

"Closing the Communications Loop"

County/City leadership and staff should be commended for their commitment to including the community in the exploration of new, customer-focused initiatives like the Parking Strategic Plan. Stakeholder engagement is a vital part of developing a successful parking and access management strategy that supports the community's larger economic development goals. Outreach to Cleveland County and downtown Norman's diverse constituencies, while not without its challenges and varied opinions, provides important insight into the real and perceived parking challenges regularly faced by merchants, property owners, employees, visitors, and the residents of Norman and Cleveland County.

Community engagement efforts can also play an important role in uncovering and promoting a shared vision for the future of a community or central business district. Creating a balanced engagement strategy that both identifies the current parking and access landscape – in the opinion of those who participate – and starts to build a shared vision for the future, is vital to the success of any planning effort long-term. A plan without a vision or shared community narrative is less likely to be successfully adopted, championed, and ultimately implemented.

In many communities that undertake a planning or study process like this one, communication with stakeholders about how their feedback was used to develop study or plan recommendations is often missing. After spending hours of time attending public meetings, taking surveys, and engaging in discussion, stakeholders often feel disenchanted with the process because they can't see their "fingerprints" when it comes time for recommendations on policies and programming to be made. In many communities, engagement grinds to a halt when the study is complete or the consultant leaves town, and stakeholders don't hear from their cities again until it is time for a new round of public meetings.

In downtown Norman – an environment where public engagement is a foundational element absolutely critical to the success of any new policy or program – it is really important to continue

communication and education throughout implementation, giving the stakeholders and general public an avenue to give feedback that could help refine the implementation process. This process – "Closing the Communication Loop" – also helps build trust and confidence that feedback given during the public involvement process was both heard and incorporated into the final recommendations. It is the hope of the consultant team that stakeholders will see their words and thoughts reflected in the public engagement chapter of the Parking Strategic Plan. It is also strongly recommended that this report be made available to the general public using a variety of formats, including social media, and through presentations to community groups.

Step Four: Performance Evaluation. In recent years, parking industry volunteers have been working to define a common set of Key Performance Indicators (KPIs) that can be applied across organizations and program types. Programs like the International Parking Institute's Accredited Parking Organization (APO) certification have taken benchmarking and organizational excellence to the next level and have helped create consistency in level of service expectations industry-wide.

Examples of the type of performance indicator that might help a parking and/or transportation organization track the progress and/or success of a communications plan include:

- Research (follow-up or post-wave research is often conducted to see if target audiences have changed attitudes or perceptions).
- Increase in desired behavior (i.e., more parking customers in a previously underutilized facility)
- Decrease in undesirable behavior (i.e., fewer neighborhood permit citations.
- Accurate and timely press coverage of an event, facility closure or new program.
- Impact to consumer perceptions (i.e., tracked through a decrease in complaint calls and/or via customer satisfaction survey).
- Website traffic, media impressions, and/or social media views/shares.
- Downloads of a new mobile application.

When considering what type of evaluation would be most appropriate for a particular organization, one easy mistake to avoid is starting your evaluation process at the wrong time. Performance indicators and evaluation criteria should be determined during the Discovery phase (Step 1) so that baseline data can be gathered. If one waits until the Implementation Phase to consider what benchmark might be appropriate to track the success of your communications plan, you won't know how your investment in various strategies impacted your ability to meet your goals and objectives.