



CLEVELAND COUNTY

City of Norman,
Oklahoma

Parking Strategic Plan

City Council Study Session
December 4, 2018

Parking Strategic
Plan Presentation

THE
SOLESBEE
GROUP

Kimley»Horn
Expect More. Experience Better.

Parking Strategic Plan

- ▶ A guide for decision makers on
 - ▶ governance
 - ▶ technology
 - ▶ enforcement
 - ▶ planning
 - ▶ parking asset management
- ▶ Strategic document, not operations manual



Objectives

- ▶ Best governance and management structure options for County, City, and study area
- ▶ Improve public perceptions of study area parking
- ▶ Parking contribute to downtown redevelopment and economic expansion
- ▶ Recommendations for positive, proactive customer relations
- ▶ Encourage turnover
- ▶ Technology integration
- ▶ Opportunities, challenges, potential synergies

Project Team: Kimley-Horn + ADG



- ▶ Dennis Burns, CAPP
 - ▶ Kimley-Horn Regional Vice-President
 - ▶ Nationally recognized expert
 - ▶ 30+ years parking consulting / management experience
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- ▶ Leslie Tabor
 - ▶ Program Manager
 - ▶ Joint Contract Administrator
 - ▶ MAPS 3, NORMAN FORWARD

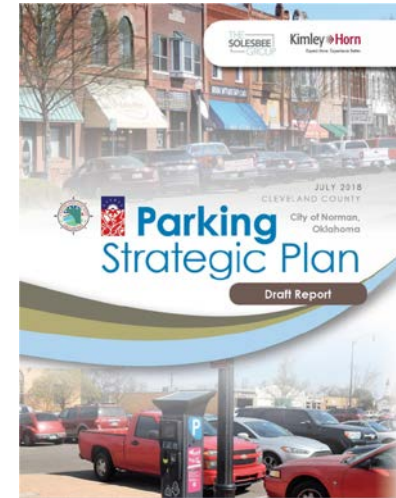


Process / Stakeholders

- ▶ Contract between Cleveland County & City of Norman
- ▶ Updates to and feedback from City & County
 - ▶ Commissioners
 - ▶ City Staff
 - ▶ EDAB
 - ▶ Jacobs study
- ▶ Stakeholders
 - ▶ Downtowners
 - ▶ Campus Corner Merchants Association
 - ▶ Area business owners

Final Report

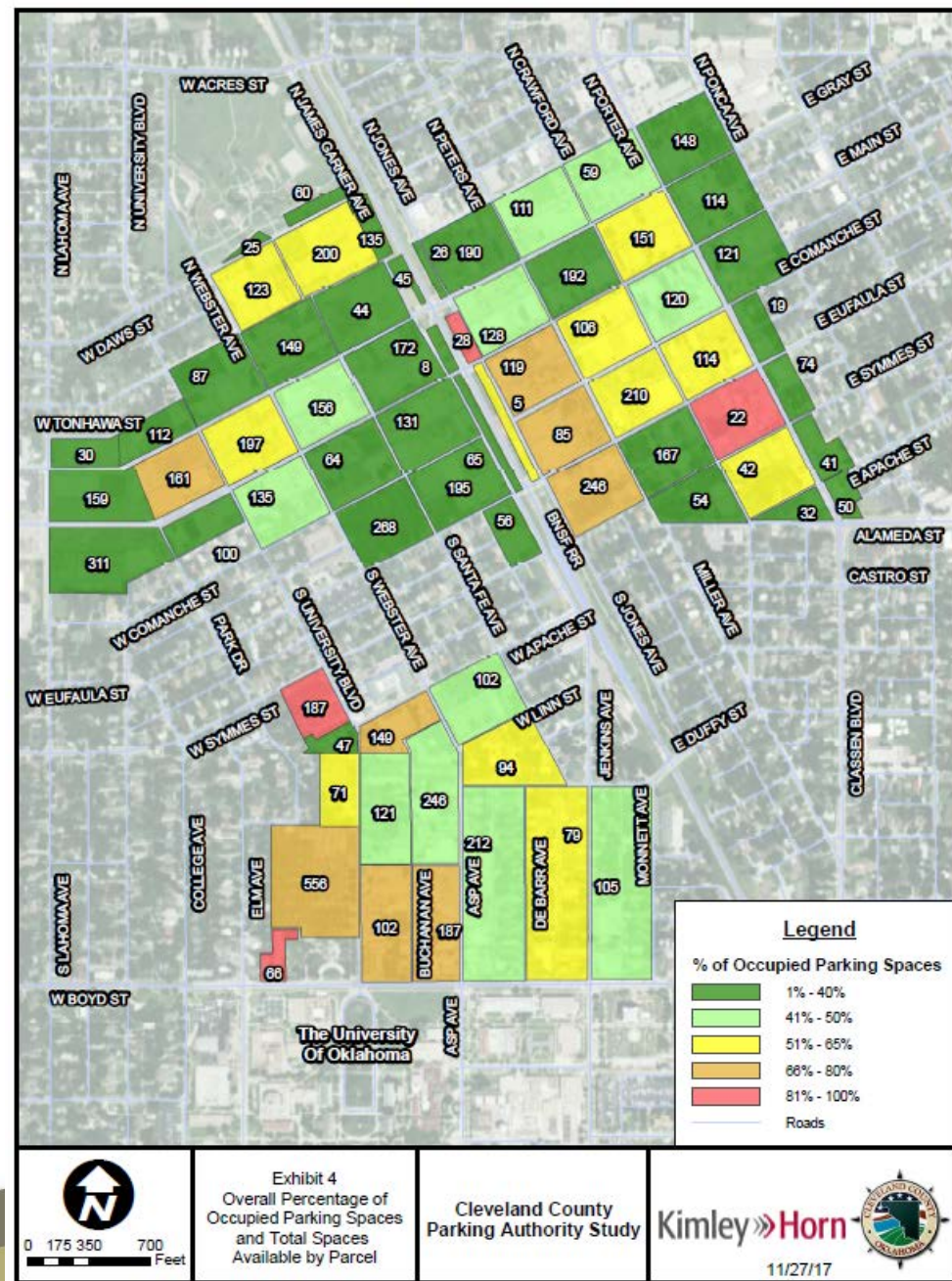
1. Executive Summary
2. Planning Context
3. Existing Conditions Review
4. Community Engagement
5. Recommended Parking Program Organizational Structure
6. Recommended Parking Management Program Framework
7. Recommended Program Implementation Plan / Action Items
8. Appendices and Parking Management Tool Kit



Existing Conditions

► Study Area

- Same as Jacobs study
- Total: 8,311 parking spaces
- On-Street: 1,313 spaces (15.8%)
- Off-Street (parking lots or parking garages): 6,998 spaces (84.2%)



9 Key Findings

- ▶ What the emerging parking program currently needs most are the following **nine** key elements:
 1. A sense of purpose and direction relative to parking and transportation policy - *This strategic parking plan provides these elements*
 2. A strong and capable program leader
 3. Establish parking as a separate “enterprise fund” and dedicate all parking related revenue streams to support the enterprise fund
 4. A strong customer service orientation
 - ▶ Staff Training
 - ▶ Facilities Maintenance
 - ▶ New Technology
 - ▶ Collaborations and Partnerships

9 Key Findings

5. A focus on mastering the fundamentals of parking management
6. Investment in new technology
7. Development of a strong parking maintenance program
8. Development of an ongoing and collaborative relationship with the University of Oklahoma *to enhance residential parking permit programs and improve neighborhood parking enforcement*
9. Over time, expand the parking program's mission to adopt a broader more "mobility management" oriented perspective

Recommended Organizational Structure: Hybrid

Professional Services / Outsourced Management Model

+

Parking District / Commission Model

Parking Commission

- Board of Commissioners
- Policy Setting/Approval Body
- 5 Members Representing:
 - County Commission
 - City of Norman
 - Ad Hoc Community Representative

Parking Director

- Public Face of Parking Commission
- Program and Policy Development
- Contract Administration (Private Parking Management Firm)
- Public Outreach
- Limited Support Staff

Private Parking Management Firm

- Engaged via Management Agreement
- Day-To-Day Operations
- Policy/Procedure Development
- Advisory Function
- Initial 3 – Year Term

Parking Commission (oversight)

Parking Director (staff)

Parking Firm (contract)

Recommended Organizational Structure: Justification

- ▶ Professional Services / Outsourced Management model
 - ▶ Lean staff with location flexibility
 - ▶ Scalable for growth and expansion
 - ▶ Size reflects service area and budget
 - ▶ No significant parking management expertise currently exists
- ▶ District / Commission Model
 - ▶ Represent different aspects of the service area
 - ▶ County, City, community composition

Recommended Organizational Structure: Initial Start-Up

- ▶ Parking management firm for first three years
 - ▶ Successful program establishment
 - ▶ Initial base of parking management experience and competence
 - ▶ Built-in advisory function during the early years
 - ▶ Established business practices, tools, forms, policies, procedures, etc.
 - ▶ Robust set of system reporting options

Mastering the Fundamentals of Parking Management

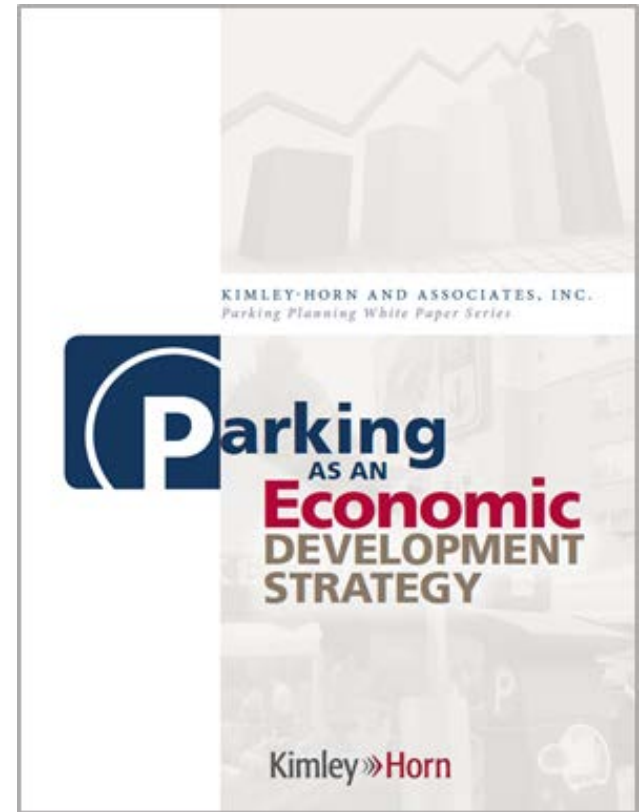
- ▶ Kimley-Horn's 20 Characteristics of Effective Parking Programs
- ▶ Basis for sound and well-managed parking system
- ▶ Balance convenience, availability, and cost
- ▶ Ultimate System Goals
 - ▶ Professional management
 - ▶ Understands role in downtown/business district
 - ▶ Responsive to the community

20 Characteristics OF EFFECTIVE PARKING PROGRAMS

1. Vision and Mission
2. Parking Philosophy/Guiding Principles
3. Parking Planning
4. Community Involvement
5. Appropriate Organization
6. Staff Development and Training
7. Safety, Security, and Risk Management
8. Effective Communications
9. Consolidated Parking Program
10. Financial Reporting and Planning
11. Strategic Parking Management
12. Operational Efficiency
13. Facilities Maintenance Programs
14. Effective Use of Technology
15. Parking System Marketing / Promotion
16. Positive Customer Service Programs
17. Special Events Parking Programs
18. Parking Enforcement
19. Transportation Demand Management
20. Competitive Environment

Parking as an Economic Development Strategy

- ▶ Parking development to catalyze additional community development
- ▶ Proven and successful strategy
- ▶ Cleveland County Master Plan
- ▶ Center City
- ▶ Parking used as platform to achieve other community goals beyond parking infrastructure
- ▶ Well-defined and shared vision relative to preferred/targeted types of development is key first step



In the white paper on this topic (see report Appendix 32) this innovative approach is explored in depth.

10 Primary Action Items - Implementation

1. **Adopt** program Vision and Mission Statements and Recommended Parking Program Guiding Principles. **Adopt** preferred parking management organizational framework. **Hire** parking management professional.
2. **Establish** parking program as separate enterprise fund; combine all parking related revenue streams into this fund.
3. **Begin** process to evaluate investment in new on-street and off-street parking technology.
4. **Leverage** parking as a community and economic development strategy; develop a comprehensive parking planning function.
5. **Critically assess** current parking enforcement program. Invest in mobile license plate recognition (LPR) technology.

10 Primary Action Items - Implementation

6. Develop proactive facility maintenance program.
7. Develop parking program brand and marketing program.
8. Invest in training and staff development.
9. Work collaboratively with OU and neighborhood associations to better define residential neighborhood parking issues and develop/enhance residential permit programs.
10. Expand scope of parking program over time to be more supportive of alternative modes of transportation and embrace a “mobility management philosophy”.

Of Note – General Parking

- ▶ Surface lots, on-street meters, and enforcement can be profit generators, *if well managed*
- ▶ Consolidating aforementioned revenue streams into a single fund enhances the financial performance of the parking program
- ▶ More in Executive Summary

Of Note – Parking Garage Costs

- ▶ Master Plan (2017) \$24,800 per space
- ▶ Kimley-Horn (2018) \$20,679 per space per national average
- ▶ OU Parking Garage less than national average but better benchmark?
- ▶ Budget factors: building façade wraps, retail space/tenant fit-out, local and national market factors, regional construction trends
- ▶ More in Section 3

Of Note – Parking Program, Year One

- ▶ Appendix 40 – Draft Parking Program Preliminary Budget Outline
- ▶ Estimates net revenue of ~\$256,543.00
- ▶ Estimates projected expenses of ~\$395,329.00
- ▶ Estimated year one net operating result of ~(-\$137,786.00)
- ▶ More in Executive Summary

Of Note – Parking Rates

- ▶ County Garage
- ▶ Monthly Rates
 - ▶ \$50/month per space – Covered Parking (200 spaces)
 - ▶ \$30/month per space – Uncovered (90 spaces)
- ▶ Hourly Rates
 - ▶ \$2.00 Minimum = 2 Hours (100 hourly spaces)
 - ▶ “First Hour Free” program in garage
 - ▶ \$10.00 Daily Max Rate
- ▶ More in Section 7
- ▶ Appendices 37, 39, 40, 41

Of Note – Assets

- ▶ Each partner can retain ownership of their assets
- ▶ All parking related revenues placed into single fund
- ▶ County // new garage and any other assets
- ▶ City // on-street meters, surface lots, any other assets
- ▶ Scalable – a new partner would retain ownership but revenue into fund
- ▶ More in Executive Summary

Next Steps

- ▶ Parking Strategic Plan Final Report
- ▶ Final Kimley-Horn Trip
 - ▶ Dec 3: Board of County Commissioners
 - ▶ Dec 4: EDAB, City Council Study Session
- ▶ Recommendations
 - ▶ Adoption of Parking Strategic Plan
 - ▶ Acceptance of Parking Strategic Plan Final Report
- ▶ Agreements, Creation, Implementation



Thank you!

Discussion?