



C I T Y O F
RENO
Memorandum

DATE: May 5, 2025
TO: Mayor and Council
THROUGH: Jackie Bryant, City Manager
FROM: Bryan McArdle, Revitalization Manager
DEPT: City Manager's Office
SUBJECT: Dixon-Parking Action Plan, Phase I

Background: September of 2024, the Office of Economic Development engaged the services of Dixon Resources Unlimited, LLC to study our municipal parking operations. The goal of the study was to identify opportunities for improved operations, management, and technologies to develop a long-term sustainable program.

For your review and consideration, please see the attached Parking Action Plan-Phase I provided by Dixon Unlimited Resources, LLC.

Phase II of the Parking Action Plan is scheduled for release by late summer 2025.

Please feel free to reach out to me with any questions or comments.

City of Reno Parking Action Plan Phase 1

Presented by

DIXON
Resources Unlimited

April 7, 2025

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INTRODUCTION

This Parking Action Plan (Plan) was developed by Dixon Resources Unlimited (DIXON) for the City of Reno (City) to address parking management challenges identified during an assessment of the program over the past four months. This Plan illustrates the recommended implementation steps to improve parking management through adjustments in operational structure and policies and procedures as well as determining the optimal technology and vendors to support a sustainable future. The Plan will occur in two phases being guided by the following goals:

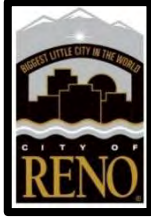
- Evaluate and reorganize parking management within the City
- Identify and plan for economic opportunities
- Future proof operations and technology

Phase 1, this Plan, focuses on immediate and near-term recommendations to quickly address operational and fiscal challenges. Phase 2 will address more long-term strategies to support growth and future success. It is recommended for the City to assess their parking program every five years as a best practice to ensure ongoing alignment with initial goals and adjustments to new trends and technologies.

ABOUT DIXON

With over 30 years of parking and transportation management experience, Julie Dixon founded DIXON with the direct goal of supporting municipal parking programs and making parking easy, convenient, and accessible. Now in business for 12 years, our firm develops customized, right-sized, strategic, and data-driven recommendations based on the specific and unique needs of the communities we serve. We work hard to form collaborative partnerships with our clients, a process that encourages innovation and the development of optimized solutions to enable sustainable, technology-integrated parking programs. We consider ourselves to be “Parking Coaches” because we offer best-in-class municipal parking solutions across a broad spectrum, including operational audits, policy development, financial projections, community engagement, data collection, parking studies, citation and permit management, solicitations, and technology and services procurement support.

DIXON has proudly worked with the City on multiple projects addressing various components of the parking program over the past decade. In 2013, we worked with the City to develop the RFP scope of work and performance standards for a new citations and permit management vendor. In 2017, DIXON provided an assessment of the parking maintenance operations which resulted in a Best Practices Manual providing the City with guidelines for General Operations, Finance, Enforcement, Permits, Citations, Garage Equipment, and Collections. We were immensely excited at the start of this project to see the Meter Technicians still using the manual today. It is now our pleasure to continue our work with the City to establish new framework for the future of the program.



PARKING ACTION PLAN

EXECUTIVE SUMMARY

Dixon Resources Unlimited (“DIXON”) was commissioned by the City of Reno, Nevada (“City”) to conduct an Operational Needs Assessment (“Assessment”) and facilitate stakeholder engagement to develop a Curbside Management Report. The report was to focus on strategic recommendations for parking policy and enhanced curbside usage. During the first onsite visit, DIXON identified that the City’s parking program lacked the cohesive oversight and management strategies that coincide with industry best practices.

The scope of DIXON’s work was adjusted to focus on assessing the program and making recommendations to create efficiency, promote economic opportunity, and future-proof the operation. This Parking Action Plan (Plan) addresses the identified challenges, including recommended steps to improve parking management. This will be achieved through adjustments in operational structure, policies, and procedures as well as determining the optimal technology and vendors to support a sustainable future.

Parking Operations Assessment

DIXON conducted comprehensive on-site assessments and interviews over four months to thoroughly evaluate the City’s parking operation. DIXON met with key staff and City leadership including the City Manager’s Office, Enforcement, the City Clerk’s Office, and Maintenance and Operations. The Parking Operations Assessment identified the following themes to be addressed in this Plan:

- Ineffectiveness in the current organization of parking responsibilities
- Lack of overall parking strategy and management
- Inefficiencies in operations across multiple departments
- Expired contracts severely limiting the City’s economic opportunities

Plan Structure

The plan is organized in two phases to address the City’s most pressing parking challenges and support the long-term success of parking management and planning.

1. **Immediate Strategies:** Recommended actions to address some of the most immediate parking management objectives.
2. **Longer-term Strategies:** Actions to be developed further after a baseline understanding of how parking operations are impacted by implementing the Initial Strategies.

Plan Goals

The following goals have been developed to guide the City in implementing the Plan.

1. Evaluate and reorganize parking management with the City

2. Identify and plan for economic opportunities

3. Future-proof parking technologies and operations.

Key Findings

The following are the key findings from the Parking Operations Assessment, which are the basis for the recommendations provided by DIXON.

1. **Decentralized Responsibilities.** The City's Parking operation is supported by six different City departments with no cohesive oversight. This model reduces efficiency, increases costs, and creates disparate management strategies that may not align with the City's economic goals.
2. **Effective Parking Meter Operations.** The City employs two parking meter technicians responsible for infrastructure maintenance and revenue collections. This team is highly efficient and effective. However, it will need additional support when the program is expanded. Additionally, the team should not be assigned any additional duties such as citations issuance. Although this task is currently in the job description, it is not a standard duty for meter technicians and could distract from their primary responsibilities.
3. **Unfocused Parking Enforcement.** The City employs three parking enforcement officers and one supervisor who conducts all enforcement activity and respond to service requests from Reno Direct. The Assessment discovered a lack of formal policies and procedures, inefficiencies in the operation, and inconsistent enforcement activity.
4. **Unsupported Parking Technology.** Approximately 1,300 single space meters provided by IPS are installed for parking revenue collection. The City utilizes AIMS for a management and processing system to issue and collect parking citations and permits. Both contracts have expired, leaving the City with no vendor support on this ageing system.
5. **Ineffective Citation Revenue Collection.** The City's NV DMV integration has lapsed, resulting in the inability to collect registered owner information, effectively notice citation recipients, and apply DMV holds. An outstanding amount of approximately \$1,500,000 in fines is currently available for collection.
6. **Substandard Write Off Policy.** As directed by the Department of Finance, the City Clerk's Office writes off citations after two years, three years sooner than the industry standard. A total of \$1,185,597 has been written off in the previous five years.
7. **Ill-defined Adjudication Process.** The adjudication process is highly manual, with City Clerk's staff utilizing email and scanned documents rather than a technology solution. Additionally, the City compensates third party attorneys to complete all hearings with no guidelines or input resulting in 2,148 citations being fully or partially dismissed in the last three years.
8. **Costly Permit Program Administration.** The City offers 11 residential parking permit zones at a price that does not cover the cost of administering the program. In 2024, 848 permits were issued for a total revenue of just \$9,312.

| Overview of Immediate Recommended Strategies | |
|---|--|
| Adjust organizational structure for parking management. | Move parking oversight to the City's Redevelopment Agency within Economic Development and assign a temporary Parking Manager. As evidenced in cities such as Boise, ID, this effective strategy aligns parking, a key economic driver, with the City's strategic goals. |
| Adjust service requests procedures. | Adjust procedures to ensure requests are routed to the appropriate division capable of adequately addressing the complaints while maintaining their other responsibilities. |
| Maintain parking meter technicians' duties. | The current parking meter maintenance technicians are operating effectively and efficiently, and citation issuance should be removed from their job description. In the future, the team should follow the policies and procedures set forth by the new parking management organization. |
| Immediately execute short-term contracts. | Immediately execute short-term contracts with the current technology providers, IPS and AIMS. The AIMS contract (currently used by Las Vegas, North Las Vegas and Boulder, CO), should include reactivation of the DMV integration for registered owner information and DMV holds. |
| Consider establishing a parking proprietary fund. | Discuss and research the feasibility of establishing a parking proprietary fund. By implementing a parking fund, the City can enhance financial transparency and sustainability while increasing accountability. |
| Rebrand and market the parking program. | Design and implement a parking brand, creating a recognizable and customer friendly experience. |
| Modify enforcement operations. | Implement enforcement operational policies and officer enforcement routes to create accountability and consistently encourage compliance. Create a warning citation policy and remove the ability for officers to void citations. |
| Establish new adjudication processes. | Create an internal administrative review process and utilize the municipal court for hearings establishing clear processes and procedures for equitable adjudication. |
| Address economic opportunities. | Adjust operations to enhance revenue opportunities through updating the citation write-off policy, implementing the NV DMV integration, effectively noticing, and ensure consistent enforcement. Assess parking meter expansion and monetizing a valet program. |
| Consider parking technology enhancements. | Explore opportunities to add mobile/text to pay as an additional payment option, conduct a License Plate Recognition (LPR) data collection pilot to assess the technology and collect valuable data, and consider transitioning to new technology to increase functionality and decrease cost. |

PARKING OPERATIONS ASSESSMENT

Over the previous four months, DIXON has worked at the request of the City Manager’s Office to review and assess the parking program across all facets of the operation. The assessment included sites visits as well as numerous meetings and interviews with staff. Additionally, DIXON reviewed documentation, data and reports relevant to the program provided by the City, including:

- Vendor contracts (AIMS and IPS)
- Citation issuance and collection data (AIMS)
- Citation adjudication and void data (AIMS)
- Parking revenue data (IPS)
- Service request data (City)
- Reno Municipal Code (RMC)
- Nevada Revised Statues (NRS)

It was quickly determined that parking management and operations was spread across multiple City departments with a lack of cohesive oversight. While most responsibilities are assigned to the City Clerk’s Office and Maintenance & Operations, DIXON has identified supporting activity is provided by four other departments. The responsibilities of each department were assessed to create recommendations for effective and efficient adjustments. The nine City departments included are:

- City Manager’s Office
- Reno Direct (with City Manager’s Office)
- City Clerk’s Office
- Maintenance and Operations (M&O)
- Enforcement (within M&O)
- Finance Department
- Reno Police Department (RPD)
- Clean and Safe
- Public Works

Critical to any parking operation is the vendor and technology partners. As part of reviewing each department’s responsibilities, DIXON has identified the vendor contracts managed by each.

Table 1. City Parking Vendor Contracts

| Solution | Vendor | Department | Status |
|---------------------------------------|--------------------|------------|-----------------------------------|
| Single Space Meters | IPS | M&O | Contract expired |
| Parking Access Revenue Control | Scheidt & Bachmann | M&O | Installation to occur Spring 2025 |
| Citation and Permit Management System | AIMS | City Clerk | Contract expired |

Maintenance & Operations Department (M&O)

Meter Maintenance

The City employs two meter technicians within M&O who are responsible for all meter repairs and revenue collection. This team ensures that the City's parking infrastructure remains functional. These specific individuals are highly productive and operate in an efficient manner, maintaining a steady workflow for handling repairs and collections. When additional support is needed, they can call upon other M&O employees for coverage, ensuring uninterrupted service.

In comparing the City to similar sized programs, the expected number of meter technicians would be 2.5 to 3 full time employees. However, because of the efficiency and expertise of the current team, they are managing the workload adequately as evidenced by the following statistics provided for 2024¹.

Table 2. Meter Technician 2024 Tasks Completed

| Task | Quantity |
|------------------------|-------------------------|
| Faulty Meter Repair | 1,378 |
| Meter installation | 30 |
| Battery Replacement | 96 |
| Graffiti and Vandalism | 144 |
| Card Reader Cleaning | 2,856 |
| Coin Revenue Collected | \$300,000 (approximate) |

More detail on historical meter revenue can be found in [APPENDIX A. HISTORICAL METER REVENUE](#)¹.

Beyond repairs and collections, the meter technician job description also includes issuing citations, however the team is currently not conducting this activity. This is a non-standard responsibility for a meter technician and the City should consider removing this task in order to maintain proper separation of duties and to allow the team to focus on its core work.

Enforcement

The City recently transitioned the enforcement department from Code Compliance to M&O in an effort to consolidate parking-related operations. The team consists of one supervisor overseeing three officers. This structure should ensure a streamlined enforcement operation. However, there appears to be a lack of formal documentation regarding policies and procedures, as DIXON could not obtain any written guidelines.

In assessing the productivity of the enforcement department, it was found that citations issuance was highly variable and inconsistent. The following chart identifies erratic trends in

¹ Historical data provided by City Meter Technician staff

citations issued, signaling inefficiencies or a lack of oversight of the enforcement staff. Additional historical data may be found in [APPENDIX B. CITATION ISSUANCE DATA](#)².

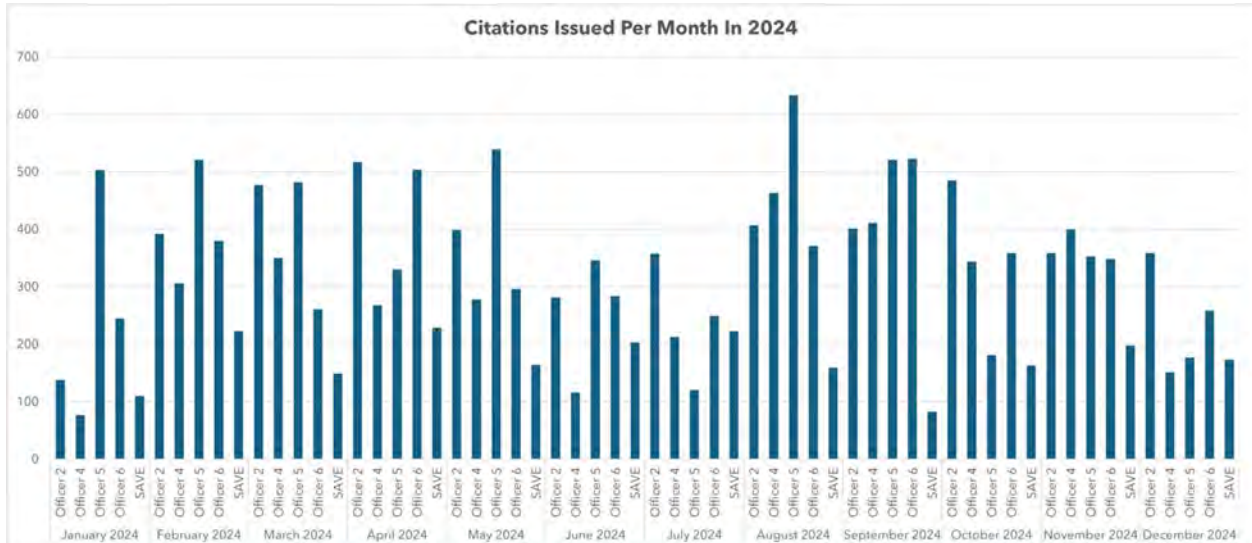


Figure 1. 2024 Citations issued by Month

During our interviews, two notable policies were identified that should be reviewed by the City. First, there is a two-week warning period surrounding the University of Nevada, Reno, at the beginning of each semester to allow new students to adjust before enforcement begins. Second, enforcement officers currently have the ability to void citations before they are uploaded to the central system. These voids occur outside of any adjudication procedures with no policy guidance. The quantity of voided citations averaged 135 voids per month in 2024 and 97 voids per month in 2023. Additional details regarding parking enforcement voids can be found in [APPENDIX C. HISTORICAL VOID DATA](#)³.

Additionally, the City maintains a Senior Auxiliary Volunteer Effort (SAVE) program, which is a civilian volunteer organization with the Reno Police Department authorized by RMC 6.30.040. As part of their responsibilities, SAVE volunteers can issue citations to violators of disabled placard regulations. The volunteers utilize handwritten books to issue the citation, which are then forwarded to the City Clerk’s office for entry into the central system. The citations do not always include photographic evidence.

Finally, as part of the enforcement program, the City utilizes a tow program with no oversight or specific policies. The City currently contracts with 13 third party tow partners, only two of which can tow RV’s or large vehicles, to complete the physical towing as requested by the City. However, the overall program is found to be ineffective as towed vehicle drivers are allowed to go on a payment plan which permits the vehicle to be released for a small partial payment,

² AIMS Issuer Productivity by Day report

³ AIMS Voided Ticket By Reason Detail Report

rather than the entire debt. Due to the deficiencies in the City's citations collection efforts, there is little reason for the driver to complete the payment program. The City therefore is undertaking an internal investigation of the towing and retrieval procedures that are not fully addressed in this initial report. The internal report is expected by early summer 2025.

Service Requests

In Reno, service requests are routed through a centralized system, Service Now, utilized by Reno Direct to input the requests, ensuring each team receives and addresses issues that are reported. While DIXON was unable to obtain written procedures, parking-related requests are generally routed from Reno Direct to SAVE. In fact, 95% of parking requests are routed to SAVE to be researched, however, 20% of those are eventually rerouted from SAVE to Parking Enforcement. DIXON was provided comprehensive service request data from Reno Direct for May 1, 2023, through December 31, 2024⁴ which included the following totals for parking related requests.

Table 3. Quantity of Service Requests 5/1/23 - 12/31/24

| Request | Quantity |
|--|-----------------|
| Parking Illegally/Abandoned vehicle - Traffic and Parking | 9229 |
| Parking Illegally - Traffic and Parking | 492 |
| Abandoned Vehicle - Traffic and Parking | 267 |
| Occupied Vehicle Nuisance - Traffic and Parking | 3 |
| Traffic Issues - Traffic and Parking | 3 |
| Request for Additional Patrol - Public Safety | 3 |
| Blank | 2 |
| Junk Vehicle on Private Property - Private Property Concerns | 1 |
| Total Assignments | Quantity |
| SAVE | 9144 |
| Parking Enforcement | 856 |
| Requests Rerouted | Quantity |
| Requests rerouted from SAVE to Parking Enforcement | 1790 |

SAVE responded to the vast majority of service requests (91.5%). Parking enforcement was assigned a total of 2,646 requests over the 19-month period, resulting in an approximate daily average of 6 requests requiring response based on a 5-day work week. Assuming each response needs an average of 1 hour to complete, one enforcement officer would utilize 75% of their day exclusively for this activity. Thus, service requests directly impact the daily workload of the parking enforcement team and their ability to conduct citation issuance activity, their core responsibility. As no specific procedure is available, it would be advantageous for the City to assess the process for assigning and addressing each request, considering the priority of each team's regular responsibilities. SAVE may be utilized to complete more requests,

⁴ Historical data provided by City Office of the City Manager, Citizen Service

especially in the cases where requests were rerouted from SAVE to parking enforcement, allowing parking enforcement to further focus on their main responsibilities.

City Hall Garage Parking Access Revenue Control Equipment (PARCS)

The City owns and operates the parking garage adjacent to City Hall. The garage is primarily used by City staff, City Hall visitors, and Cal-Neva Casino visitors. Additionally, the City has an agreement with Cal-Neva Casino for use of spaces and the basement level that is expiring in 2025. In 2024 the current PARCS equipment became non-operational, requiring replacement. M&O executed a contract with Scheidt & Bachmann for new equipment to be installed in the spring of 2025.

From an operational perspective, the facilities department with M&O maintains the garage and PARCS equipment. M&O meter technicians complete the PARCS revenue collection.

IPS Meter Contract

The City operates approximately 1,300 IPS single space parking meters, which are about halfway through their expected useful life. While the system is fully operational, the contract with IPS has expired and should be renewed. The City M&O staff and IPS have discussed additional services to be added to the contract, including meter reservations and mobile payment services. In discussions with the City, DIXON has recommended assessing the entire parking program and vendors prior to executing any new agreements.

Conversations regarding replacement of parking meter technology have occurred, specifically considering moving to pay station rather than single space meters. Pay stations are a more robust technology offering enhanced features, extended battery life, and lower operating costs.

MPS Parking Meter System Consideration

During the summer of 2024, several information meetings took place between the RPD and MPS Parking Meter Systems (MPS) to potentially replace the City's parking meter technology. MPS provides parking meter systems that accept coin, bill, and mobile payment, and the "Safety Stick" for areas not intended for parking such as corner clearances, crosswalks and driveways. Both products utilize cameras to detect the presence of a vehicle and microphones to record adjacent conversations or to communicate with those in the vicinity of the equipment. The solution is marketed as turnkey, meaning MPS both installs and manages the system at no capital cost to the City, but rather utilizes a revenue share agreement model for a minimum of 5 years.

It is not recommended for municipalities to use traffic enforcement equipment that is owned by outside parties. Nevada law (NRS 484A.600) specifically prohibits governmental entities and their agents from using photographic, video, or digital equipment to collect evidence for traffic citations or civil infractions, unless it is (1) a portable device that is worn or held by a peace officer, (2) installed within a government-owned vehicle or facility, or (3) privately owned by a non-governmental entity. Relying on equipment owned by others may put the municipality at risk of non-compliance with the law and could result in challenges to enforcement actions. In addition, there are several other reasons why it is not an advantageous solution for the City:

- The revenue share model includes a portion of the parking citation which can be interpreted as an incentive for parking citations to be issued.
- The parking meters require hardwired power, involving medium-scale infrastructure work and electrical service to be provided by the City.
- The technology can only capture a front or rear license plate, thus requiring back-in parking for diagonal or perpendicular stalls as not all states require front plates.
- Recent media coverage indicates the solution is undesired by municipalities, residents, and visitors. A 2024 lawsuit filed by the City of Royal Oak, MI against MPS has resulted in a settlement and removal of the equipment to take place in 2025.

City Clerk

Citation Payments and Collections

The City Clerk's Office manages citation payments and collections, which are processed through the City's citation management system, AIMS. Payments for citations are accepted in person at City Hall or through an AIMS' provided website. A high quantity of unpaid citations has been identified and three major deficiencies in the current operations have impacted the City's collection efforts:

- Effective noticing and active collection of open citations has not occurred in over 2 years.
- Registered Owner information is not being collected, which is required for collection activity.
- Automated DMV hold operations have ceased.

The following detail presents the open citations, totaling \$1,470,426 in value, as of February 18, 2025⁵.

Table 4. Open Citation Totals

| Quantity of Citations | Open Violation Value | Open Penalty Value |
|-----------------------|----------------------|--------------------|
| 15,059 | \$936,658 | \$533,768 |

DMV Integration

The DMV integration required to obtain registered owner information became non-operational in the fall of 2022 as confirmed by City Clerk staff. At this time, registered owner information for all citations ceased being imported into the AIMS system and automated DMV holds stopped. The issue was discovered to be that the City has been utilizing an old NV DMV platform that was sunset by the State. Nevada now requires the use of an integration system called LEMS. The City has not moved to the updated AIMS platform and continues to lack ownership information and automated DMV hold capability. Additionally, alternative methods for obtaining registered owner information, such as the ability for AIMS to utilize INLETS, was

⁵ AIMS Account Ticket Balance Owing

not exercised. INLETS is a pay per use solution that would allow AIMS, on behalf of the City, to collect registered owner information for most states.

Registered owner information is critical to a healthy enforcement program and necessary for collection efforts. Without the ability to accurately administer a violation, enforcement activity quickly becomes less effective and parking revenue decreases. Additionally, parkers are less likely to comply with regulations, hindering the entire parking program. While the NV DMV integration is crucial, the ability to obtain out of state registered owner information through systems such as INLETS is also of importance especially due to Reno’s proximity to other states. Following is the license plate state makeup for the open citations as shown in Table 4⁶.

Table 5. Percentage of Open Citations by State

| Nevada | California | Oregon | Texas | Other |
|--------|------------|--------|-------|-------|
| 75% | 17% | 1% | 1% | 6% |

Write Off Policy

The City Clerk’s Office, at the direction of the Department of Finance, writes off citations after two years, whereas the general standard seen in the industry is 5 years. A substantial quantity was written off during the previous five years, as detailed in the following table⁷.

Table 6. Citations written off for the previous 5 years

| Year | Quantity Written Off | Total Value |
|-------|----------------------|----------------|
| 2021 | 9,062 | \$251,984.92 |
| 2022 | 3 | \$140.00 |
| 2023 | 18,379 | \$514,745.32 |
| 2024 | 12,934 | \$386,280.00 |
| 2025 | 969 | \$32,447.00 |
| TOTAL | 41,347 | \$1,185,597.24 |

Adjudication

The current adjudication process allows drivers to contest citations through both online and written appeals. The internal procedure for administering the process is manual and very time-consuming. City Clerk staff prepare individual case information, which is emailed to the adjudicator, rather than using the built-in AIMS functionality. The City contracts third party attorneys to adjudicate each case, whereas in person hearings occur exclusively through Zoom every two weeks and online contests are handheld on an ad hoc basis. Once a decision is made, the attorneys scan handwritten documents and communicate their rulings via email back to the City Clerk’s Office for manual processing in AIMS.

⁶ AIMS Open Parking Ticket ALL Report

⁷ AIMS Written Off Ticket Report

For disabled placard violations, if a valid placard is presented with sufficient proof and no prior citation history, the City Clerk’s Office can dismiss the citation. However, a second violation requires appeal through the standard adjudication process. Disabled placard violations are not consistently written with the allowed escalating penalties for secondary citations and SAVE-issued tickets do not include photo evidence, all of which impacts enforcement’s effectiveness.

There is a lack of written procedures for the adjudication process and no formal guidelines governing the decision-making process for dismissals, which directly affects the compliance of customers. In the adjudication data received by DIXON, there was no record of who adjudicated a specific case and no details on how the decision was made. The following summary data was obtained, including the totals of contested citations by year and the decisions reached for the entire data set (January 1, 2022 - March 13, 2025)⁸.

Table 7. Historical Contested Citations

| Year | Total Contested |
|-------------------------------|------------------------|
| 2022 | 694 |
| 2023 | 715 |
| 2024 | 1083 |
| 2025 | 403 |
| Decision | Total Quantity |
| Approved (dismissed) | 895 |
| Denied (upheld) | 692 |
| Partial (partially dismissed) | 1253 |
| Pending (decision pending) | 55 |

Residential Parking Permits

The City offers a residential permit parking program with 11 zones located around the University of Nevada. This program is administered by the City Clerk’s Office utilizing the AIMS permit management system. Residents may apply for permits via an online portal or at City Hall. 12-month permits are available for \$24.00, six-month permits are available for \$12.00, and temporary guest permits are available for free to existing permit holders. Currently the City website incorrectly lists the previous permit prices, whereas prices were increased in July 2023. Overall, permit prices are very low and do not meet the industry standard threshold of covering the costs of administering the program. The following summary data was obtained for the historical number of permits processed⁹.

⁸ AIMS Adjudication Report

⁹ AIMS Payment Report

Table 8. Historical Permits Processed

| Year | Quantity of Permit Applications Processed | Permit Revenue |
|-------------|--|-----------------------|
| 2020 | 713 | \$5,920 |
| 2021 | 730 | \$5,775 |
| 2022 | 698 | \$6,831 |
| 2023 | 749 | \$7,955 |
| 2024 | 848 | \$9,312 |

Citations & Permit Management System

The City's contract for a citation and permits management system (CPMS) with AIMS has expired, leading to several operational challenges that need immediate attention. The City currently operates an older version of AIMS with on-premises hosting, thus they are not receiving the most up-to-date features and security enhancements. Additionally, with no active support from AIMS, resolving technical issues and making system improvements has become increasingly difficult. Furthermore, citations are not uploaded in real-time but processed in a once-daily batch, delaying enforcement actions and reducing operational efficiency.

City staff have conducted several demonstrations with other providers of a CPMS to review new systems and enhanced options now available. Ongoing discussions with one vendor, Passport Labs, Inc., have occurred regarding scope of work and pricing. DIXON encourages the City to methodically assess all technologies and offers to ensure the most advantageous solution for the future.

PHASE 1 IMMEDIATE STRATEGIES

The following strategies address the most immediate parking management objectives and impacts, including the City’s organizational structure, contracts, funding, and optimizing parking operations.

1-A. Adjust organizational structure for parking management.

The City should consolidate its parking program operations under the Reno Redevelopment Agency within the City Manager’s Office of Economic Development. This restructuring would centralize oversight and strategic planning, ensuring a more cohesive approach to parking management in line with the City’s wider goals. A temporary parking manager should be assigned to facilitate this transition, providing immediate leadership and direction while preventing operational disruptions during restructuring. Additionally, the Parking Manager should receive support from a financial analyst role to ensure adequate profit and loss reporting and data analysis.

The parking manager’s responsibilities should include all policy and procedure management, as well as certain operational components, including:

- All parking enforcement operations and staff
- The adjudication process
- All parking-related contracts and procurements
- Parking revenue and cost control
- Data analysis for strategic planning

Certain responsibilities should remain with its current department providing for efficiency and maintaining customer experience. The City Clerk’s Office should continue handling citation revenue collection at the counter and permit processing and revenue collection. M&O should retain responsibility for meter technicians, collections, and parking garage maintenance. Keeping these functions within M&O ensures operational efficiencies, as the department has access to additional staff, tools, and equipment for repairs and upkeep.

As part of this effort, the temporary parking manager shall oversee the development of standard operating procedures to guide the work of all contributing employees and departments. Not only will this ensure a consistent and cohesive program, it will also allow for increased accountability and easier future adjustments.

Actions

- Appoint a temporary parking manager.**
- Establish updated departmental roles and responsibilities.**
- Create standard operating procedures**

1-B. Adjust service requests procedures.

The City should ensure that the entire process of handling abandoned vehicles is managed exclusively by the Police Department. This would create a clear division of responsibilities and guarantee that the appropriate authority handles abandoned vehicle enforcement.

Consolidating this function within the Police Department would also improve efficiency and reduce confusion regarding jurisdiction over these cases.

Only appropriate parking-related service requests should be routed to the parking enforcement division. This would help streamline operations by ensuring parking enforcement and management focus solely on relevant tasks, reducing unnecessary workload, and improving response times. Creating this efficiency will also allow parking enforcement to conduct more consistent enforcement activity and compliance checks.

Actions

- Establish an internal abandoned vehicle policy.**
- Consolidate abandoned vehicle functions under the Reno Police Department.**
- Route only parking-related service requests to the parking division.**

1-C. Maintain parking meter technicians' duties.

The current meter technician operations in the City are effective, and no significant changes are necessary at this time. The team efficiently manages meter repairs and collections, ensuring that the parking infrastructure remains functional and reliable. However, citation issuance should not be part of the meter technicians' job description. Their primary role is to maintain and service the paid parking equipment. Adding enforcement responsibilities could divert their focus from these essential tasks. Additionally, enforcing citations could create conflicts, as their role should prioritize equipment functionality rather than compliance. Keeping these responsibilities separate allows for better efficiency and clarity in job functions.

If the City plans to expand its paid parking system, additional staff will be necessary to maintain service quality. More paid parking equipment means a greater demand for repairs, collections, and monitoring, which could overwhelm the current two-person team unless additional support is provided. To maintain efficiency, the City should consistently assess the responsibilities and coverage of meter technicians. Regular evaluations will help determine if adjustments or resource reallocations are needed to meet evolving demands and ensure smooth operations.

Actions

- Remove citation issuance from meter technician job duties.**
- Evaluate the need for additional staff with paid parking expansion.**

1-D. Immediately execute short-term contracts.

The City should pursue short-term contracts with IPS and AIMS to maintain continuity in its parking operations while evaluating long-term strategies. Executing these short-term agreements allows the City to continue utilizing established systems without disrupting services such as meter management and citation processing. This approach provides flexibility while avoiding the risks associated with transitioning to an entirely new vendor at this time.

Additionally, the City should request Nevada DMV access from AIMS to streamline citation enforcement. Access to the Nevada DMV records would improve the accuracy of citation processing, allowing for better identification of registered vehicle owners and enhancing

collection efforts. This integration would strengthen enforcement efficiency and reduce instances of unpaid violations.

Opting for short-term contracts with existing vendors is a more practical solution than bringing on a new vendor right now. Transitioning to a new provider would require extensive system changes, staff retraining, and potential service disruptions. By maintaining its current vendors while addressing immediate needs, the City can ensure operational stability while allowing time to plan for future improvements strategically.

Actions

- Execute short-term contracts with AIMS and IPS.**
- Include Nevada DMV access in the AIMS contract amendment.**

1-E. Consider establishing a parking proprietary fund.

The City should pursue the establishment of a parking fund to create a self-sustaining financial model for its parking operations. A parking fund would allow parking revenues—such as citation payments, meter collections, and permit fees—to be reinvested directly into parking infrastructure, maintenance, and enforcement rather than absorbed into the general fund. This approach ensures that parking-related revenue is explicitly used to improve and sustain the parking system.

By implementing a parking fund, the City can enhance financial transparency and accountability. The City would better understand how parking revenues are generated and allocated, making it easier to track expenses and justify future investments. This dedicated fund would also allow for better long-term planning, ensuring that parking facilities, technology, and enforcement efforts receive consistent funding without competing with other municipal priorities.

A parking fund would also provide greater financial stability, reducing reliance on general tax revenues to support parking operations. It would allow for targeted investments in technology upgrades, staffing, and infrastructure improvements, ultimately leading to a more efficient and user-friendly parking system. By adopting this model, the City can create a sustainable framework that ensures its parking program remains effective and well-funded for years to come.

Actions

- Discuss with leadership the benefits of establishing a parking fund.**
- Identify all revenues and expenditures associated with creating a parking fund.**

1-F. Rebrand and market the parking program.

Establishing a branded parking program in Reno would create a more cohesive and recognizable identity for the City's parking system, improving public awareness and user experience. As part of the City of Reno Redevelopment Agency, the parking program can align with the growth and progress fostered by the Agency, further creating a more unified message. A strong brand helps unify all aspects of parking management, from enforcement to

technology and builds public trust in the system. Several cities have successfully implemented branded parking programs, providing examples that the City can follow.



Figure 2. Park Tahoe

Park Tahoe serves as an early-stage example of a branded parking initiative. While still in its infancy, it demonstrates how a regional identity can make parking more user-friendly by centralizing information and services under one recognizable name. This approach helps simplify navigation and communication with residents and visitors.

A more seasoned example is ParkDetroit, which has successfully integrated parking technology, enforcement, and public outreach under one brand. By unifying its parking program, Detroit has improved compliance, increased revenue, and created a seamless driver's experience. Reno could benefit from a similar model by incorporating digital tools, clear branding, and a customer-focused approach to parking.



Figure3. ParkDetroit



Figure 4. ParkBoi

For a City of comparable size, ParkBoi in Boise offers a relevant case study. Boise has successfully branded its parking program, making it easy for residents and visitors to recognize official parking services, access information, and utilize online tools. By adopting a similar branding approach, Reno could enhance its parking program's visibility and effectiveness, making it more user-friendly and efficient.

A well-branded parking program in Reno would streamline communication, encourage compliance, and make parking management more transparent and accessible, ultimately improving the overall experience for the City's residents and visitors.

Actions

- Design a parking brand.**
- Utilize public input or commissions to provide feedback on the brand.**
- Include branding on all public-facing parking materials, including decals, signs, and web pages.**

1-G. Modify enforcement operations.

The City should thoroughly assess its enforcement supervisor role to ensure effective leadership and oversight within the parking enforcement division. A well-structured supervisory position is crucial for maintaining accountability, optimizing efficiency, and improving enforcement operations. Enforcement assignments, including routes and beats, should be reviewed to ensure even coverage and maximum efficiency. Optimizing these patrol areas can help reduce gaps in enforcement, improve response times, and enhance compliance throughout the City.

The City should also evaluate its vehicle abatement process to address abandoned vehicles promptly and efficiently. A clear strategy and proper coordination with the Reno Police Department will help streamline this operation and improve overall street management.

Additionally, officers should no longer have the ability to void citations. Removing this capability ensures consistency in enforcement and prevents potential misuse or errors in citation handling. Instead, voids should be reviewed and processed through a designated oversight system, generally administered by the Enforcement Supervisor or Parking Manager.

Establishing a formal warning citation policy and possibly adding it to the Reno Municipal Code is another critical step. A structured approach to issuing warnings can provide fairness in enforcement and encourage voluntary compliance before fines are issued. The purpose of a warning is to educate drivers of rules and regulations by providing a one-time opportunity to understand and follow them. A warning should only be issued one time to each vehicle and certain egregious violations such as accessibility placards or safety issues, should not receive a warning. All contemporary CPMS' include features to track previously issued warnings and citations, assisting the City in managing the new policy.

Actions

- Evaluate the parking enforcement operations.**
- Assess parking routes/beats.**
- Address vehicle abatement program.**
- Restrict parking officer voids and implement a review process.**
- Establish a formal warning policy.**

1-H. Establish new adjudication processes.

The City should alter its adjudication process to enhance fairness, efficiency, and transparency by establishing an administrative review process for online and written appeals before formal hearings. This process is utilized by many municipalities, including the City of North Las Vegas. An internal committee, generally including a representative from parking management, enforcement and finance, will review each case to determine whether it should be upheld or dismissed. An upheld citation may then request a hearing in Municipal Court should they wish to further appeal the citation.

Streamlining the appeals process reduces the caseload for adjudication hearings, provides faster resolutions for drivers, and removes the cost associated with utilizing third party attorneys as adjudicators. A structured review process would also ensure greater consistency in decision-making and allow for additional oversight of the parking program. The City may identify trends in enforcement activity, technology failures, and repeat offenders, offering the ability to address any issues quickly.

Actions

- Evaluate the adjudication process.**
- Establish a review committee for pre-hearing reviews.**

1-I. Address economic opportunities.

The City has several opportunities to enhance its economic potential through improved parking management strategies. The City should assess its current write-off policy to ensure it aligns with best practices and maximizes revenue recovery. Integrating AIMS with the DMV would allow for identification and follow-up on unpaid citations. As part of the DVM integration, the City should implement DMV holds for delinquent citations. Additionally, improving the effective noticing process—such as issuing timely reminders and escalated notices—can encourage compliance and reduce outstanding debts.

Expanding the City’s paid parking system utilizing pay stations presents another economic opportunity. A strategic expansion could increase parking revenue while improving parking availability in high-demand areas. However, paid parking is currently only authorized for District No. 1 (RMC Sec. 6.08.010), thus a change to the code would be required for expansion beyond this specific area. It is recommended to update the RMC to remove any specific area for paid parking, but rather allow expansion based on supply and demand principles. Additionally, careful planning and public engagement will be necessary to ensure the expansion meets the City’s needs without unintended consequences.

Enhancing enforcement and compliance efforts is also essential for maximizing revenue and maintaining an orderly parking system. Ensuring consistent enforcement, optimizing patrol routes, and leveraging technology can help improve compliance rates and reduce violations.

The City should also assess the benefits of introducing and monetizing a valet program and other curbside use programs as an additional parking solution. A well-managed valet service could provide convenience for visitors, improve parking efficiency in busy areas, and generate additional revenue. However, implementing such a program would require changes to the municipal code to establish regulations and operational guidelines.

Actions

- Update the citation write-off process.**
- Require a Nevada DMV integration from AIMS.**
- Implement noticing and DMV holds.**
- Expand the paid parking program.**
- Evaluate parking enforcement for consistent coverage.**
- Assess the opportunity for a valet program.**

1-J. Consider parking technology enhancements.

The City should explore advancements in parking technology to improve efficiency and user convenience, including implementing mobile and text payment options, allowing drivers to pay for parking seamlessly through their smartphones. Expanding these digital payment methods would enhance accessibility, reduce reliance on physical meters, and streamline revenue collection.

Additionally, the City should conduct a License Plate Recognition (LPR) and data collection pilot program to assess the effectiveness of automated enforcement and data-driven decision-making. LPR technology can improve enforcement accuracy, reduce manual errors, and

enhance compliance monitoring. The recommended pilot area for this initiative should coincide with any planned meter expansion, allowing the City to evaluate the benefits of LPR in a growing parking zone while testing its impact on operations and enforcement. In order to conduct the pilot, temporary installation of a mobile LPR device is achieved with a powerful magnet.

Further planning should occur to transition the City from single space parking meters to pay stations and pay-by-plate enforcement, the current industry standard. Pay station technology has proven to be more robust and lower in cost to operate. For example, pay stations require fewer battery changes, thus reducing the cost of batteries and person-hours needed to complete the work.

With the transition to a pay-by-plate enforcement, operations will need to be adjusted, offering more efficiency and cost-effectiveness. A mobile LPR solution can be implemented which integrates with the pay station, mobile payment, and text-to-pay vendor, allowing transaction data to be utilized for enforcement. Additionally, the system can be used for digital chalking, time limit enforcement, stolen vehicle detection, permit enforcement, and data collection.



Figure 5. Mobile LPR

While automated enforcement is not currently authorized in Nevada, use of LPR solutions for parking enforcement is still possible as enforcement staff would continue to place a citation on a violator's windshield. For most enforcement activities, an officer will drive the vehicle equipped with LPR through the enforcement areas, and the technology will assess potential violations. An added benefit of the technology is the ability to track and report on effectiveness of enforcement routes and officer productivity. By moving to new technologies, the City can modernize its parking system, improve customer experience, and create a more efficient, data-driven approach to parking management.

Actions

- Explore opportunities to add mobile/text to pay.**
- Conduct an LPR data collection pilot.**
- Begin planning for pay station transition.**

PHASE 2 - LONG TERM STRATEGIES

2-A. Engage the public and solicit their feedback.

Public stakeholder feedback is essential for the City to create a parking system that is both effective and well received by the community. Engaging residents, business owners, and visitors in discussions about parking policies, enforcement, and infrastructure ensures that decisions reflect the needs and concerns of those directly impacted. Regular input can help identify problem areas, improve user experience, and build public trust in the City's parking management. Additionally, involving stakeholders early in decision-making fosters transparency and can lead to innovative solutions that balance economic growth, accessibility, and compliance. The City can develop a more responsive and community-focused parking system by prioritizing public engagement.

2-B. Review and revise Residential Parking Permit policies and procedures.

The City should conduct a comprehensive review of its residential permit program's policy and procedures to ensure they effectively address the needs of residents while promoting fair and efficient parking management. This evaluation should consider factors such as permit eligibility, pricing structures, guest parking allowances, and enforcement mechanisms to create a system that balances resident convenience with overall parking availability. Updating policies to reflect current parking demands, technological advancements, and best practices from other cities can enhance program efficiency and reduce administrative burdens. Additionally, incorporating public feedback into the revision process will help tailor the program to the community's needs, ensuring that it remains a practical and equitable solution for residential parking challenges.

2-C. Plan for parking technology procurements.

The City should strategically plan for the future procurement of parking technologies to modernize its system and improve efficiency. Implementing pay-by-plate pay stations would streamline parking payments by allowing drivers to enter their license plate numbers rather than relying on traditional paper receipts or space numbers. Enforcement would be conducted using City vehicles equipped with LPR. Expanding mobile and text payment options would enhance convenience, providing users with flexible, contactless ways to pay for parking. Additionally, upgrading to a comprehensive citation and permit management system would improve enforcement accuracy, automate administrative processes, and provide real-time data for better decision-making. Investing in these technologies will enhance the user experience, increase revenue collection, reduce operational costs, and ensure Reno's parking system remains efficient and adaptable to future needs.

2-D. Review and update parking-related municipal codes.

The City should thoroughly review its parking-related municipal code and update the RMC along with its policies to ensure they align with modern parking needs, technological advancements, and best practices. Many existing regulations may be outdated or insufficient in addressing challenges such as digital payment methods, enforcement practices, and emerging mobility trends. Updating the RMC would provide clarity, improve enforcement

efficiency, and allow for the seamless integration of new parking technologies and programs. Additionally, revising policies to reflect the City's evolving parking strategy can enhance compliance, improve public trust, and support economic development by creating a more user-friendly and adaptable parking system.

2-E. Evaluate other curbside uses.

The City should evaluate and implement a variety of curbside uses to maximize the efficiency and functionality of its public spaces. For instance, designating and updating loading zones can improve traffic flow and reduce congestion caused by commercial deliveries. Expanding parklets and outdoor dining areas can enhance the City's vibrancy by supporting local businesses and creating more pedestrian-friendly environments. Establishing dedicated delivery zones would accommodate the growing demand for e-commerce and food delivery services, ensuring that these activities do not disrupt regular traffic or parking availability. A strategic approach to curbside management will help the City balance the needs of businesses, residents, and visitors while fostering a more dynamic and accessible urban landscape.

2-F. Review and update towing program

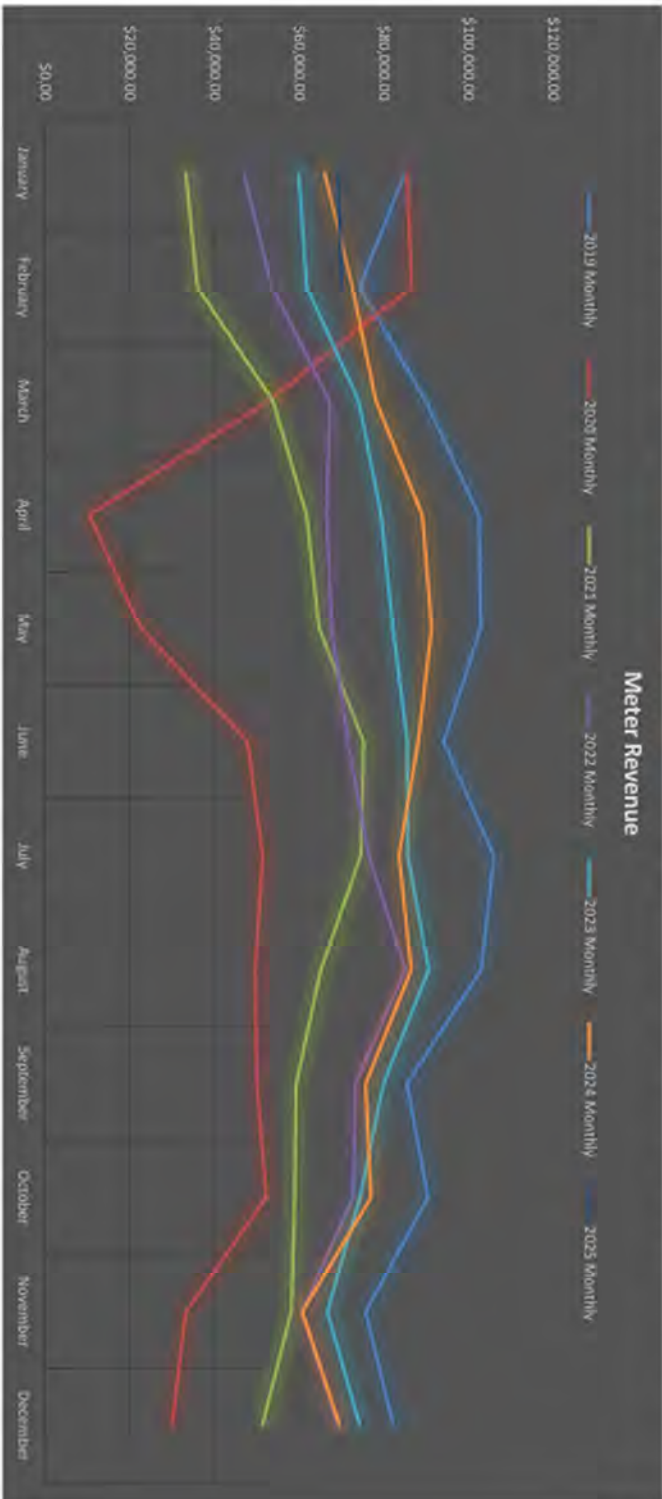
The current towing program in place in the City is ineffective at encouraging compliance and collecting on citations. The City should evaluate the current program and implement changes that effectively encourage compliance and ensure that open citations are collected. Contracts and operational procedures must be solidified with the tow providers, of which there are currently 13, to hold them accountable to the City's policies, rather than collecting their fees without ensuring citation payments as well. The allowance of payment plans for citations related to a towed vehicle should be evaluated, as it does not encourage compliance unless actively administered. Additionally, the City should consider different providers that can accommodate RV and large vehicle towing, as only two of the current partners are able to do so.

2-G. Implement a parking proprietary fund.

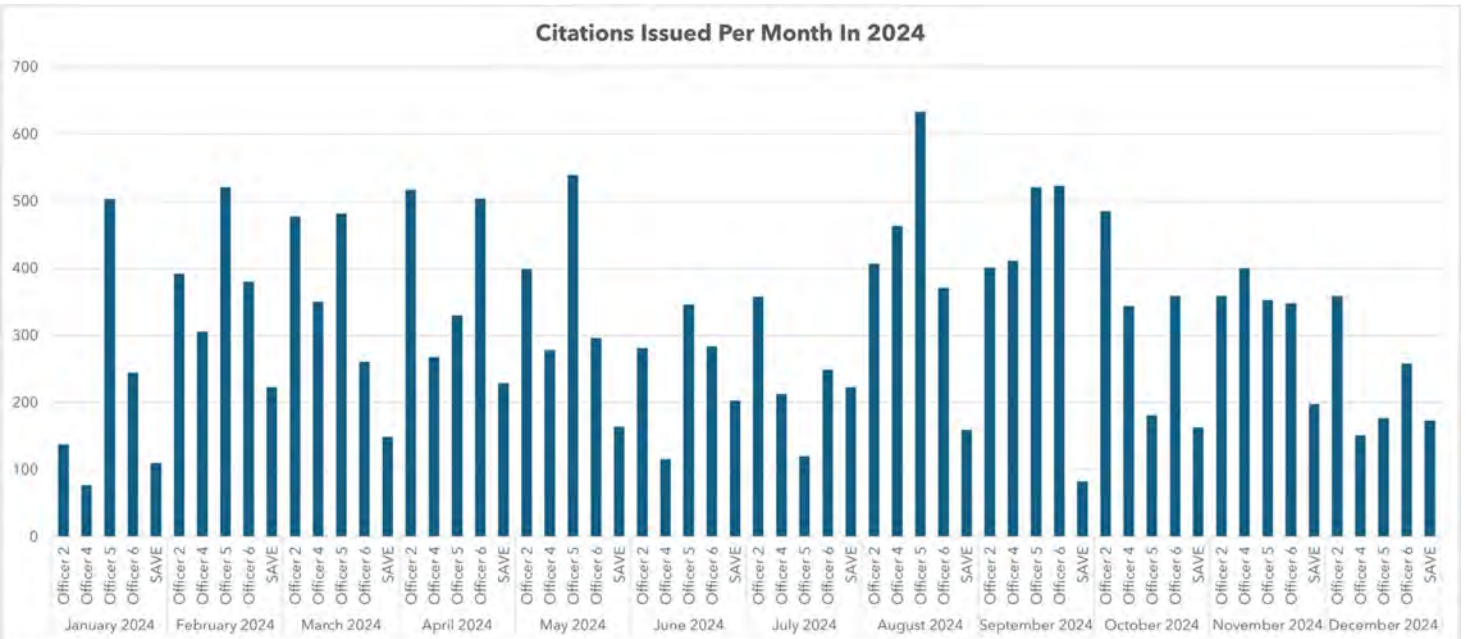
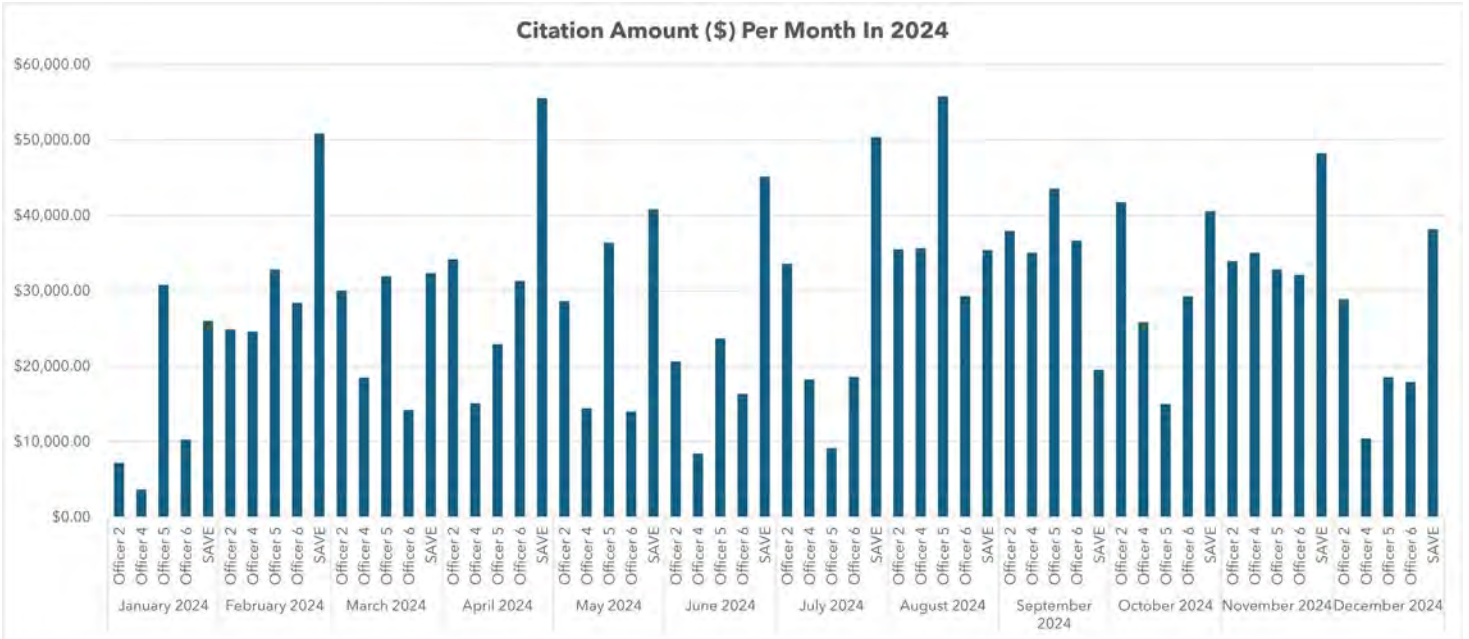
Continue the efforts from recommendation [1-E. Consider establishing a parking proprietary fund](#). The City should implement a parking fund to create a self-sustaining financial model for its parking operations. Now the gold standard to municipal parking operation, the City can create a sustainable framework that ensures its parking program remains effective and well-funded for years to come.

APPENDIX A. HISTORICAL METER REVENUE

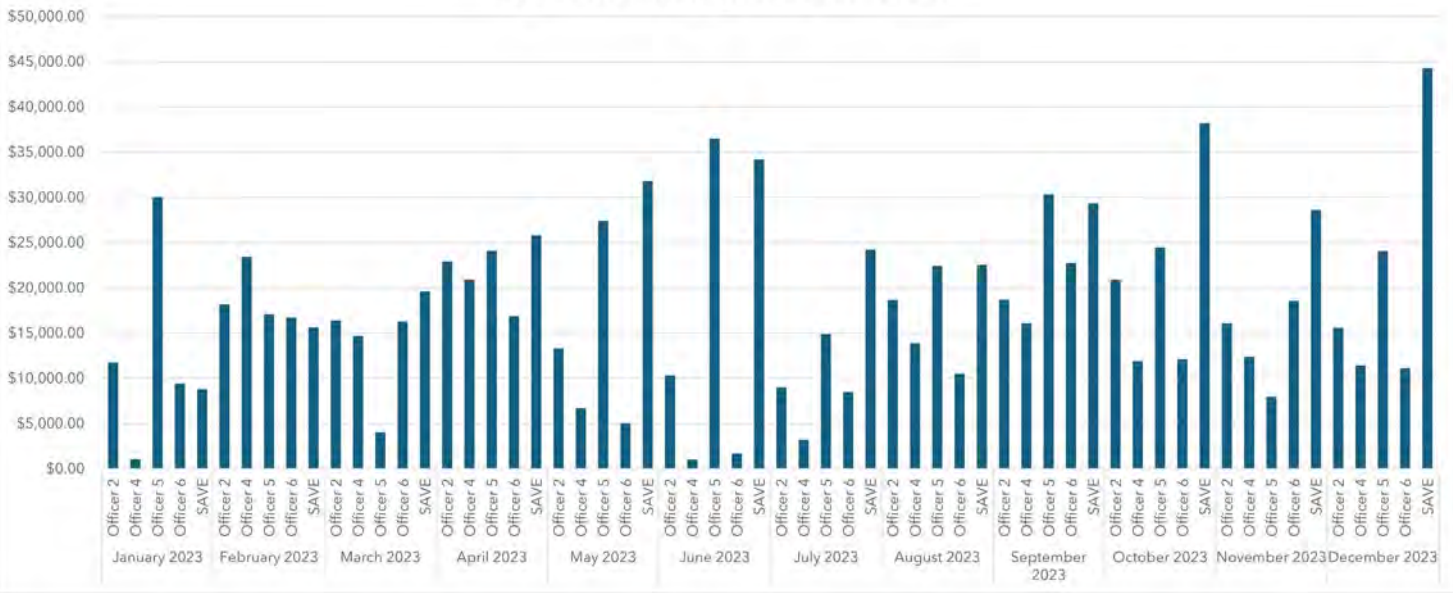
| | 2018 Monthly | 2019 Monthly | 2020 Monthly | 2021 Monthly | 2022 Monthly | 2023 Monthly | 2024 Monthly | 2025 Monthly | COVID |
|--------------|-----------------------|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------|
| January | \$86,123.93 | \$85,006.98 | \$85,498.51 | \$33,303.83 | \$47,023.20 | \$59,935.10 | \$66,033.05 | \$69,266.50 | |
| February | \$75,487.35 | \$74,330.77 | \$86,558.09 | \$36,035.21 | \$53,596.25 | \$61,858.10 | \$72,634.25 | \$70,000.00 | |
| March | \$88,562.49 | \$89,900.98 | \$52,861.10 | \$53,832.55 | \$67,244.25 | \$74,052.90 | \$78,106.00 | | |
| April | \$96,126.82 | \$102,464.05 | \$10,534.41 | \$61,781.57 | \$66,586.50 | \$79,363.20 | \$89,092.65 | | |
| May | \$102,477.29 | \$102,886.95 | \$22,695.46 | \$64,758.33 | \$67,742.20 | \$82,160.25 | \$91,303.35 | | |
| June | \$95,822.28 | \$94,127.87 | \$47,840.14 | \$75,267.46 | \$71,511.50 | \$85,556.20 | \$88,125.05 | | |
| July | \$99,482.07 | \$106,001.27 | \$51,452.99 | \$74,594.15 | \$76,519.25 | \$85,686.15 | \$83,562.95 | | |
| August | \$104,243.91 | \$102,979.70 | \$49,699.66 | \$65,195.63 | \$85,115.90 | \$90,630.70 | \$86,512.50 | | |
| September | \$83,267.22 | \$85,448.03 | \$50,104.62 | \$59,354.65 | \$73,292.35 | \$79,933.80 | \$75,719.55 | | |
| October | \$89,690.51 | \$90,436.24 | \$52,296.45 | \$58,987.20 | \$72,784.10 | \$74,361.50 | \$76,987.95 | | |
| November | \$74,954.85 | \$75,739.82 | \$33,267.40 | \$58,205.00 | \$60,629.30 | \$66,700.50 | \$60,779.65 | | |
| December | \$76,040.95 | \$82,289.23 | \$30,063.98 | \$51,353.80 | \$69,145.25 | \$74,358.30 | \$69,580.90 | | |
| Total | \$1,072,279.67 | \$1,091,611.89 | \$572,872.81 | \$692,669.38 | \$811,190.05 | \$914,596.70 | \$938,437.85 | \$139,266.50 | |



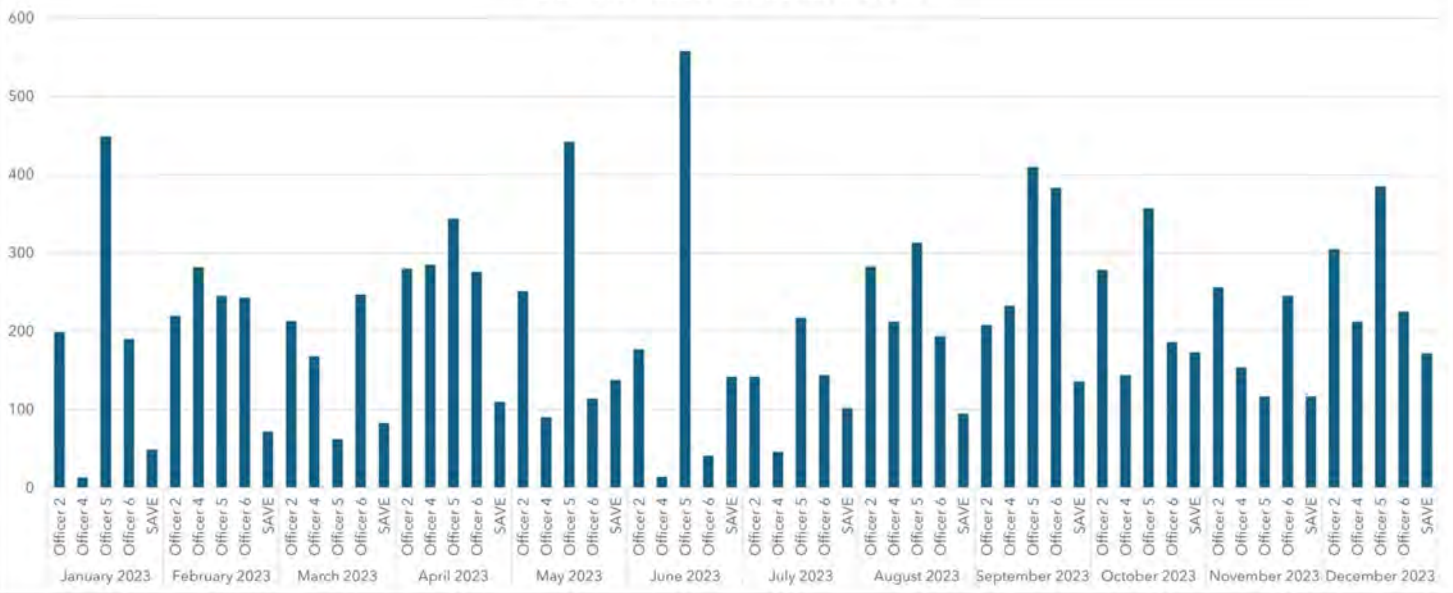
APPENDIX B. CITATIONS ISSUANCE DATA



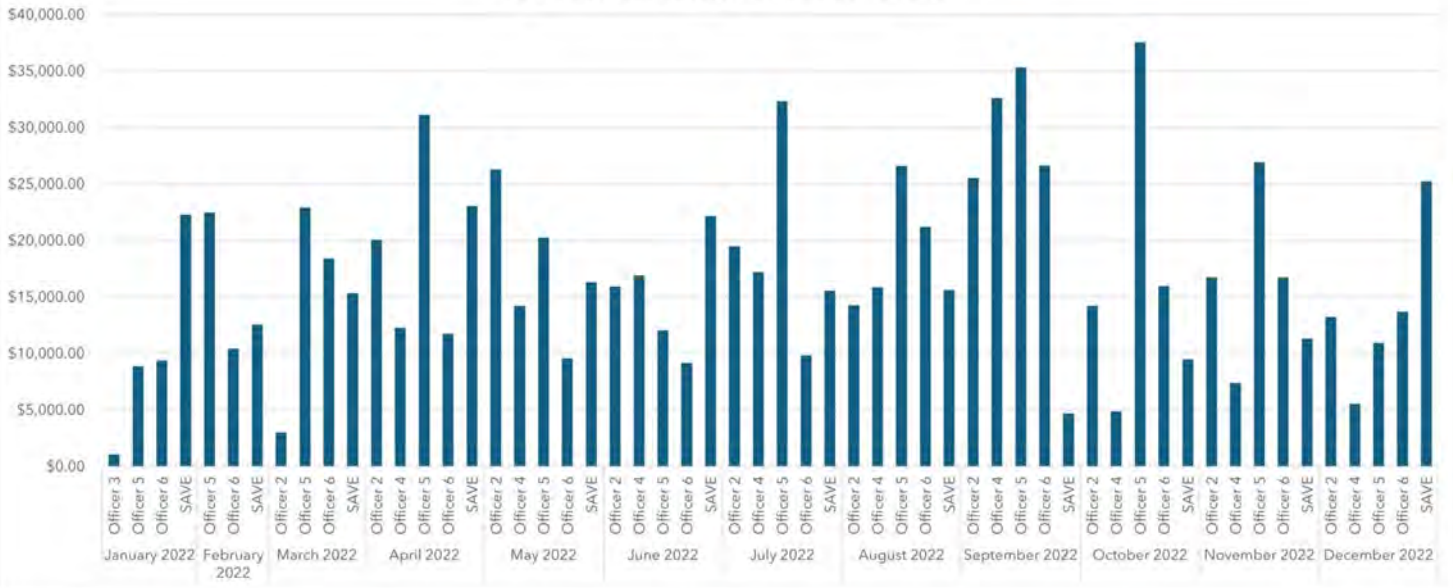
Citation Amount (\$) Per Month In 2023



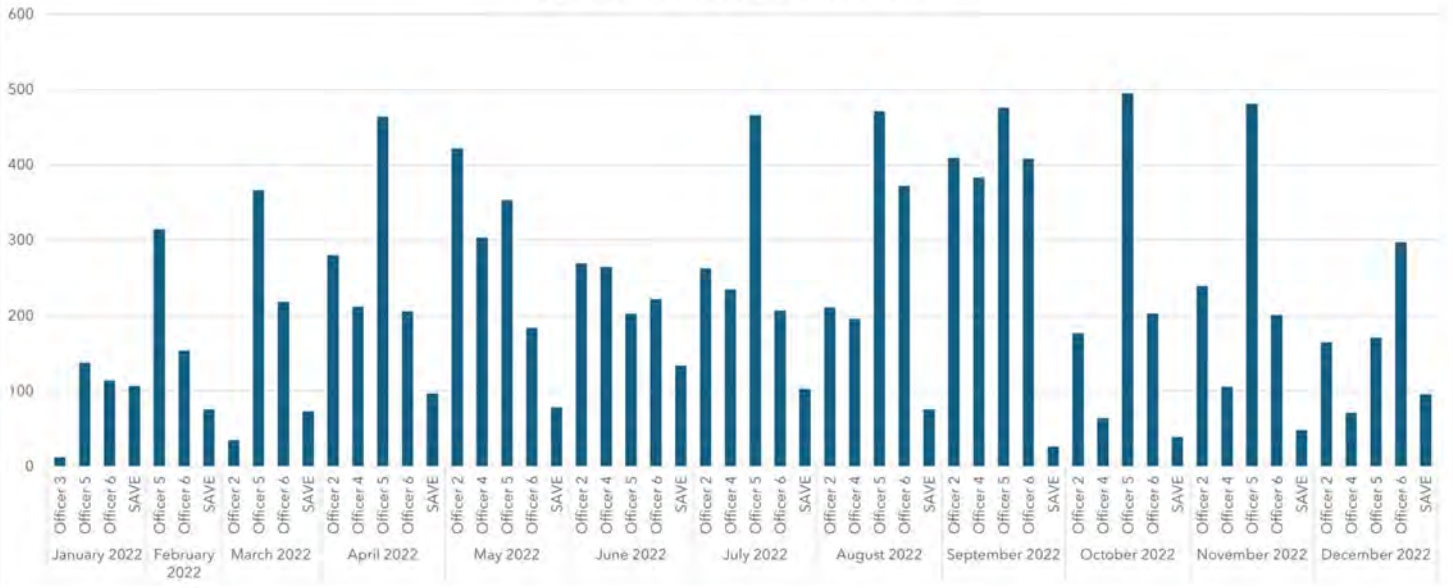
Citations Issued Per Month In 2023



Citation Amount (\$) Per Month In 2022



Citations Issued Per Month In 2022



APPENDIX C. HISTORICAL VOID DATA

