

Municipal Efficiency in Reno City Governance:

A Case Study.



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Abstract:

The City of Reno, Nevada, known as “The Biggest Little City,” has experienced significant growth over the past decade, driven by factors such as economic opportunities, favorable tax policies, and an influx of new residents. However, this rapid expansion has exposed systemic inefficiencies in the city’s governance, particularly in housing, police staffing, and parking enforcement. This paper examines these challenges through a cross-sectional analysis, highlighting how institutional dysfunction and an entrenched organizational culture contribute to diminished service quality for residents and businesses.

The analysis explores the strain on Reno’s infrastructure and municipal services caused by population growth and inadequate resource allocation. Key issues include the persistent housing shortage, rising cost of living, insufficient police staffing to meet the demands of a growing population, and the inefficiencies of parking enforcement operations. The study underscores the impact of resistance to innovation and change within smaller municipalities, as well as the influence of political dynamics and institutional complacency on service delivery. Drawing from public records, interviews, and municipal data, this study sheds light on the disconnect between policy decisions and operational outcomes in Reno. Recommendations include adopting innovative governance strategies, consolidating certain city functions, and fostering collaboration between stakeholders to address pressing urban challenges. By providing a comprehensive analysis of governance in Reno, this paper aims to contribute to academic and public discourse on improving municipal efficiency and service quality in rapidly growing cities.

Background and Problem:

The City of Reno, Nevada, colloquially known as “The Biggest Little City,” has experienced exponential growth in the last decade. Various factors have fueled expansion of the city ranging from proximity to the Bay Area of Northern California, California’s exorbitant personal taxes versus Nevada’s lack of a state personal income tax, corporate relocation tax incentives, the COVID-19 pandemic, legal gaming, favorable gun laws, the California wildfires, drier climate, fresh air, lesser vehicular traffic, and the natural wonder Lake Tahoe. The city’s issuance of building permits has greatly increased since 2010, when the city issued 4,576 permits, to an all-time high in 2020, when the city issued 10,563 permits (City of Reno, n.d.c). To illustrate:

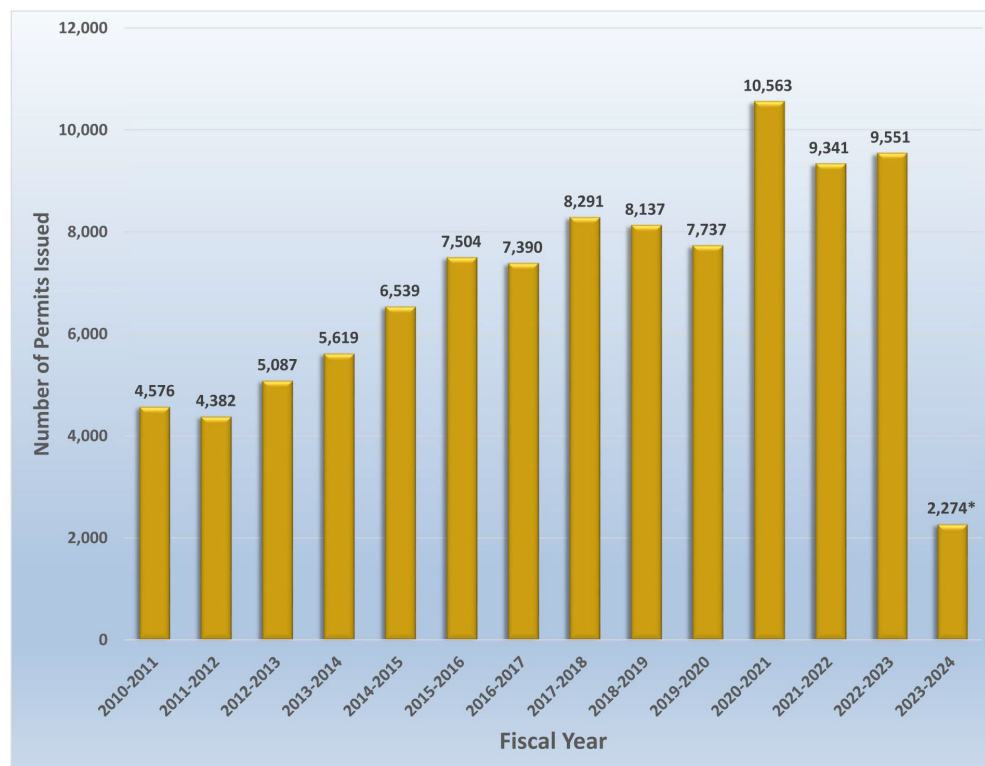


Figure 1 Number of Permits Issued

(City of Reno, n.d.c.)

Despite an estimated population of 273,448¹ (United States Census, 2022) Reno is governed similarly to a small town/municipality. The government is structured as a “Council-Manager form of government” in that the “Mayor and City Council make policy decisions, and the staff, led by the City Manager, implements these decisions” (City of Reno, n.d.a.). According to the Reno City Government, the city’s economy is largely centered on the service and trade industries, with approximately 2/3 of the labor force employed in these professions. Historically, Reno’s economy was based on gaming and recreation. The city is now experiencing ongoing business variation with the influx of transportation, storage, and manufacturing enterprises. Nearly 1/4 of workers are employed in communications, construction, finance, manufacturing, public utilities and transport services (City of Reno, n.d.b.).

Notwithstanding the city’s expansion, the size of the municipal government has remained the same. For example, the personnel strength of the Reno Police Department has not grown. According to a recent study conducted by the Reno-Gazette Journal (RGJ), the Reno Police Department (RPD) is budgeted for 346 officers with all positions currently filled. The department has lost 48 police officer positions since 2008 while the city’s populations has increased 23% since 2008. Reno currently has 12.6 officers per 10,000 residents, down 25% from 16.7 officers per 10,000 residents since 2008 (Robison, 2023). According to the article, both the Chief of Police, Kathryn Nance, and City Manager, Doug Thornley, agree that the city needs more police as the ratio of police officers to residents is out of balance. In an audit conducted by the Center for Public Safety Management, LLC, around 2022, total personnel strength was reported for fiscal years 2020/2021 as budgeted for 339 total sworn personnel with

¹ United States Census QuickFacts estimate.
<https://www.census.gov/quickfacts/fact/table/renocitynevada/PST045222>

an actual headcount of 328. There were 17 total vacancies reported, 13 of which were police officers and four police recruits (Center for Public Safety Management, LLC, n.d.) (See Appendix D).

The city's population and construction boom has taxed existing infrastructure, and an institutionalized mindset of local politicians and government officials has adversely affected governance in the form of diminished services to city residents and visitors. A byproduct of the city government's institutional mindset has created a deeply ingrained employee culture of complacency and apathy. This attitude further hampers efficiency which results in a diminished service quality for constituents, business owners, visitors and other stakeholders alike. Resistance to change in smaller towns or city government is a common phenomenon especially in preservation of the methods of operation. Mattson and Burke (1989) discuss political small towns, political culture, and policy innovation, and how smaller municipalities are less prone to using advanced methods in policy planning. Among the reasons for this are the lack of professional management and the prevalence of politics. The authors mention the presence of two parties—the “cosmopolitans” who believe in innovation and the traditionalist “influentials” who are keepers of the local heritage (pg. 401). The authors further posited that “the influx of the cosmopolitans” challenges the political and social landscape of a municipality causing “influentials” to staunchly oppose measures they believe will diminish their power. Not surprisingly, politics in a small municipality are controlled by part-timers who possess good intentions, lack desire to leave office and are often elected based upon their personalities.

Small city politicians are usually willing to enact changes on what is popular among the constituents they represent. For instance, while the “influentials” are resistant to change and the “cosmopolitans” fancy innovation, in the interests of politics, politicians will mirror popular

sentiment yet resist practical solutions to municipal problems such as zoning changes, re-engineering conditions that cause traffic problems, or the vaunted increasing of taxes or utility rates (Mattson & Burke, 1989). O'Hara and Sainato (2019) discuss the phenomenon of institutionalization and the negative effect on organizations. The authors posit that institutionalization “occurs when an organization increasingly bases its approach to customers or clients on what best serves the comfort of preferences of the employees” by relying on “tried and true processes” instead of evolving with external change (p. 25). O'Hara and Sainato (2019) postulate that an institutionalized organization becomes “arrogant and narcissistic” that “gets away with these behaviors—expressed by its employees, executives and core practice—because it is powerful enough to largely ignore the preferences of others” (p. 199-200). Institutionalized organizations are particularly stubborn and resistant to outside suggestions due to the belief that the organization knows best on account of its expertise (O'Hara and Sainato, 2019).

In recent years, there has been a grassroots sentiment opposing continued development in the Reno area which bore political consequences for some local politicians. Specifically, Washoe County Commissioner Robert Lucey was viewed by a majority of voters as being pro-developer and was unseated in the 2022 county commissioner primary. After a highly contentious race that was rife with mudslinging, embattled populist and anti-development candidate Mike Clark was elected to the position. Lucey went on to become the Governor of Nevada's Infrastructure Coordinator. The influx of newcomers to Reno, specifically from the Bay Area of California, has created a high demand for housing and has created a conducive environment for developers and investors. This dynamic has polarized the populace as the cost of living and real estate prices have skyrocketed yet salaries have not changed.

The city of Reno maintains a parking enforcement unit, independent of the RPD, that is currently staffed by four parking enforcement officers and a director (City of Reno Human Resources, 2023) (See Appendix C). The unit operates during the hours of 9 a.m. to 4 p.m. Monday through Friday excluding holidays (City of Reno, n.d.d.). Parking enforcement duty was reassigned from the auspices of the RPD in approximately 2012. There is a lack of publicly posted information on when parking enforcement duties were relegated from the control of the RPD. An article in the RGJ reported a story in 2013 about parking enforcement issues in the city and from problems with parking kiosks, staffing shortages and lack of enforcement. At the time of the article, parking duties appeared to be still under the control of the RPD (Duggan, 2013).

A discussion with a retired City of Reno police officer, who started employment in 2008, revealed that parking enforcement and issuance of citations was a RPD police officer's duty. The interviewed police officer was later assigned to investigative duties spanning several years and upon returning to patrol duties in 2017, it was clear that local police officers no longer performed parking enforcement duty (B. Erbis, personal communications, October 2023). Public records requests and email communication to the City of Reno for specific orders regarding the RPD cessation of parking enforcement duties, although in progress, revealed that the city is having difficult locating responsive records. Initial email contact to the RPD went unanswered, a public request was routed to the RPD and after a couple of weeks, the RPD made a referral to Parking Services (an agency that processes citation payments). After a few days, Parking Services determined that responsive records could not be located with the explanation that the City Managers Office was investigating with no indication of turnaround time.

Abandoned, illegally parked and unregistered motor vehicles were observed over several months in the Reno area. One vehicle in particular—parked long-term and bearing long expired

temporary license plates, in violation of state and municipal laws—was reported to Reno Direct, the city’s 311 system. After twenty-one days, the condition remained unaddressed. Follow-up calls and correspondence with Reno Direct and Reno Parking Enforcement were met with apathy and resistance. To justify the delay in service, various reasons were given, such as being inundated with other service requests, addressing paid resident priority parking in the vicinity of the campus of the University of Nevada, Reno or that the complaint was on an agent’s “to do” list (B. Erbis, Personal communications, June 2023) (See Appendix A).

Phone conversations with two Sergeants in the Traffic Division of the RPD about the parking and operation of unregistered vehicles demonstrated they had a profound misunderstanding of the governing Nevada statute (NRS 706.4477). The sergeant claimed that the United States Court of Appeals for the Ninth Circuit held that towing of vehicles was a violation of “search and seizure” (the Fourth amendment) and improperly cited a State of Nevada legislative bill (AB303) as law. AB303, however, was not voted on by the Nevada State Senate before the end of the legislative session and is, therefore, not a law. Additionally, although the language of the bill was related to towing of vehicles, it was narrowed to bringing action against tow company operators for illegal towing. The second sergeant misinterpreted the current law, NRS §706.4477, citing a subsection of the law that governs private property as applying to towing unregistered vehicles from a public street. Despite the law’s clear language, he was not swayed from his erroneous stance (B. Erbis, personal communications, 2023).

The City’s 311 system, known as Reno Direct, was upgraded to on May 1, 2023, when the city switched vendors. Prior to that date, the system was functional and performed adequately in addressing constituent complaints. Some of the problems encountered after the upgrade were access problems among some city agencies, the appropriate routing of complaints, accountability

and accessibility of the live chat function. These matters were discussed with Chad Waters, Digital Experience Manager within the Reno City Manager's Office, Innovation and Experience Department by phone and email. Although Mr. Waters was receptive to various complaints about the system, ultimately, he stated that the agency was not amenable to adjusting its policy (B. Erbis, personal communication, July 3, 2023) (See Appendix B).

Overall, there is a lack of public administration and academic research of the dynamics of the organization of the City of Reno government. Despite the presence of academic institutions in the city and region, namely the University of Nevada, Reno, scholarly publication in local governance is lacking. This study aims to provide some insight into the institutional dysfunction of governance that affects the quality of service to constituents. The organization, although very responsive with public records requests, which is compelled by law, seems otherwise very resistant to suggestions due to institutionalization. After an hour-long phone conversation with City Councilwoman Naomi Duerr, recent follow-up suggestion forwarded to city officials by email has gone unanswered (B. Erbis, personal communications, August 2023) (See appendix E and F).

Considering the City of Reno's approach to complaints about parking and unregistered motor vehicles, the problem persists, impacting quality of life for city residents and surrounding county residents. For instance, based upon professional experience and information, the protocol for addressing parking complaints reported to Reno Direct, is initially channeled to the RPD SAVE (Senior Auxiliary Volunteer Effort) Unit to respond to triage. The RPD website explains that SAVE responds to complaints of abandoned vehicles (Reno Police Department, n.d.). The routing of the complaint to the unit has resulted in delayed responses, sometimes for days, only to be re-routed to Reno Parking Enforcement which takes three weeks to respond. In the past,

routing complaints of illegally, but not abandoned, parked vehicles, was routed directly to Parking Enforcement. City of Reno public records and public comments to the Reno City Council often reflect public dissatisfaction pertaining the Parking Enforcement Units poor response time and service. In a YouTube video interview with Parking Enforcement Director Alex Woodley, Woodley stated that complaints about parking and abandoned vehicles are routed directly to Parking Enforcement (City of Reno, 2022). Additionally, attempting to obtain the assistance of the RPD in rectifying parking matters is futile. As a result, the citizenry can endure an abandoned or illegally parked in front of their residence for extended periods of time until the matter is lawfully addressed. Moreover, the RPD executive staff to date has not tendered a response outlining official policy pertaining to towing of vehicles nor furnished requested public records that informs the transfer of parking enforcement duty from their agency to Reno Parking Enforcement. This dysfunction results in lost city revenue generated from parking fines and undermines public confidence and quality of life. Lost revenue is fiscally imprudent as the City of Reno has capital costs associated with maintaining the Parking Enforcement Unit, especially since the unit was created upon RPD's divestiture from parking enforcement matters.

According to Reno annual budget reports, the unit, encompassing parking and code enforcement, expended \$2,603,543 in FY24. The total is derived from \$1,486,853 in salaries (+8.5% from FY23), \$841,722 in employee benefits (+8.4% from FY23), and \$274,968 in services and supplies (+6.1% from FY23) (City of Reno, 2023c) (See Appendix H).

Additionally, performance measures for the unit touted that the unit endeavors to issue 250 parking citations monthly (City of Reno, 2023c) (See Appendix I). Parking citation revenue was not available at the time of this paper, however, hypothesizing on possible revenue at 250 citations every month would be 3,000 citations yearly. Fines vary according to the offense but

even projecting fines at \$100 would bring a total revenue for the year to \$300,000, not counting scofflaws and uncollectible funds. As a result, the unit is a liability to the city and parking enforcement duty is best suited to be reconsolidated under the auspices of the RPD at both a savings to the city and a likely increase in service, especially when a small agency cannot effectively complete its mandated function (See Appendix J).

Stakeholders:

Certain key stakeholders are crucial to legislating and executing laws and policies that not only keep the city running but growing. The highlighted stakeholders are those who are driven and possess the vision required for responsible growth.

Reno City Manager Doug Thornley, the former assistant city manager for the neighboring City of Sparks, was hired by the Reno City Council in October 2020. In the three years since, research and personal communications have conveyed that he is actively trying to change the culture in various city agencies and collectively across the City of Reno's approximately 1,800 employees. In an interview on the local podcast "Renoites" on October 17, 2023, Mr. Thornley discussed several topics impacting the City of Reno, particularly its growth and its consequences. Mr. Thornley stated that staffing remains a constant issue at the Reno Police Department (RPD), yet the agency's budget continues to grow. In contrast, other budgets continue to shrink, such as the parks department's budget (McQuivey, 2023b, 10:20-10:30). Mr. Thornley stated that there is a continual struggle between balancing the community's needs with fiscal prudence. He said that park space is essential as it is much more than open space. (McQuivey, 2023b, 10:20-10:40). Mr. Thornley stated that parks provide a healthy space for residents to recreate, but he also alluded to the criminogenic needs of the community, as parks are places where kids and young adults can alleviate boredom constructively (McQuivey, 2023b, 11:10-11:30). He stated

that the “natural grittiness” of the city makes it unique and justified the re-development of the downtown area by saying that it will drive the economy and offer better food choices, ultimately changing the municipality from solely relying on gaming and tourism to a more diversified economy (McQuivey, 2023b, 12:45-13:40). He conceded that the lack of housing is stifling the “blossoming of downtown” (McQuivey, 2023b, 26:53-28:20). He added that what further stunts growth of the downtown area is a lack of “activation” (McQuivey, 2023b, 27:18-28:20). Mr. Thornley defined “activation” as diversifying the downtown infrastructure by expanding it beyond special events. According to Morrow & Shields (2020), “activated spaces build community. They are places where people come together to provide for each other. And when people gather, they have adventures, form relationships, innovate, and build resilience” (p. 43). Examples include attracting more retail establishments, developing the riverwalk area, and revising both vehicular and pedestrian traffic to make downtown more alluring as a place to live and work (McQuivey, 2023b, 27:10-28:00). The city manager added that managing a city is similar to managing a big business. The same pressures exist, for example, accounting for inflation, labor and other impacts while promoting urban growth in a diligent and ethical manner (McQuivey, 2023b, 18:00-18:25). Additionally, some overhead challenges arise in providing service delivery, for example, police, fire, and other emergency services.

City Manager Thornley also stated that although the Washoe County RTC fuel tax subsidizes roadwork, it is a declining revenue stream despite all-time high gas prices. Installing roads can cost \$1,000,000 per mile. He reiterated that juggling city finances is a constant balancing act as funding must be used in a socially equitable and responsible manner since the whole of the city must be serviced, not just the new neighborhoods (McQuivey, 2023b, 18:25-20:15). Mr. Thornley mentioned that the city partners with the Downtown Reno Partnership and other

enterprises—for instance, major entertainment, gaming companies and developers—in the sharing of infrastructure improvement costs such as new roadways and transportation options (McQuivey, 2023b, 22:00-22:15). As far as development planning and concerns, Reno city government models development practices after cities such as Boise, Columbus, Calgary, and Oklahoma City and approaches development in the same manner, specifically the respective city decision making and the tools they have utilized (McQuivey, 2023b, 23:40-24:30). To ensure that residents are safe and construction nuisances are minimized, the city provides that their building inspectors and code enforcement staff are diligently monitoring construction and other infrastructure improvements. He added that the midtown and downtown areas experience more development as it is more cost-effective to build where pre-existing infrastructure is in place, leading to more quality-of-life complaints (McQuivey, 2023b, 22:52-6:35). As far as crime is concerned, Mr. Thornley has deemed downtown Reno to be safe. The homeless issue is not atypical of a similarly sized city, and the city government routinely connects the homeless to services (McQuivey, 2023b, 26:20-26:35).

Reno Police Chief Kathryn Nance, formerly with the Stockton, California Police Department, was hired to be the new Chief of the Reno Police Department in early 2023. She was interviewed on the local podcast “Renoites” on September 26, 2023, and discussed several critical points about policy changes and other matters affecting the Reno Police Department (RPD). Among the immediate changes that Chief Vance has promulgated to enhance efficiency and promote public relations and hiring are the modernization of uniforms to encourage consistency and ergonomics along with relaxing grooming standards to facilitate approachability and reflect the community they serve (McQuivey, 2023a, 12:15-13:45). She also discussed staffing issues. RPD is working on a long-term staffing initiative which includes not only hiring

sworn personnel but also support staff. Recent nationwide events that negatively portrayed law enforcement, budgetary considerations, and the politicking the city council to supporting and dedicating funding to growing the department of the are among the problems she faces in recruiting and retention (McQuivey, 2023a, 57:52-1:02:06). Nonetheless, the department is striving to do better with less (McQuivey, 2023a, 41:55-43:20).

Chief Nance also discussed the implementation of a “new deployment strategy with directed engagement and enforcement that is location based on crime trends and community needs” (McQuivey, 2023a, 19:50-20:15). Chief Nance pointed out that a significant hurdle in addressing crimes in Reno is due to underreporting by the public. She encouraged the community to report offenses and other conditions that require police attention as the department’s information depends on community input (McQuivey, 2023a, 1:10:00-1:10:20). Other changes that are affecting the department are the streamlining and modernization of the department rules and regulations to avoid confusing and conflicting mandates (McQuivey, 2023a, 20:17-20:35). Furthermore, Chief Nance mentioned that a lot of the quality-of-life complaints that the department receives pertains to homelessness and urban blight and, as a result, the RPD has facilitated connecting homeless with services (McQuivey, 2023a, 28:25-29:35). The RPD’s outreach initiatives strive to assist in helping the homeless and dispel the notion that the downtown area is dangerous. As a result, the RPD has become saddled with problems that generally are not under the auspices of a police department.

Among the priorities under Chief Nance are addressing property crimes, traffic safety, and utilizing *Crime Prevention Through Environmental Design (CPTED)* specifically, targeting places and buildings that are not being used for intended purposes and how the department will assist in proper “activation.” Examples include a park being used by drug dealers, resulting in the

disuse of the park by the public, or a market that was designed for a wide range of grocery shopping is instead primarily used for alcohol sales and other unhealthy choices. The chief stated that preventing crime is as important to her as enforcing the law. She noted that the scope of her administration is not merely about making arrests and issuing citations but prevention and deterrence as well (McQuivey, 2023a, 39:10-40:15).

Chief Nance discussed the impending opening of the new public safety center, which will be a modernized headquarters for the department. The facility, designed for efficiency, will provide ample parking for employees and civilians alike, promote safety, and provide better services such as areas to provide confidentiality in interviewing victims, exchanging child custody, and surrendering firearms. Additionally, the building will promote better mental health for its employees by providing better facilities and amenities, such as a modernized gym and break area (McQuivey, 2023a, 54:08-57:50).

Mayor Hillary Schieve, who has been the mayor of the City of Reno since November 2014, previously served on the Reno City Council. Mayor Schieve was interviewed as a guest on the “Renoites” local podcast on May 24, 2022. Mayor Schieve stated that Reno has grown to a medium-sized city, which is consequential as managing the city is increasingly challenging. As a result, the city faces additional quality-of-life concerns and the call for increased services, resulting in fiscal strain due to the State of Nevada’s complicated tax structure. The growth has also taxed current infrastructure and strained the housing market. One of the causal factors for the city’s expansion was the pandemic resulting in a stay-at-home workforce and the lack of state income tax in Nevada (McQuivey, 2022, 18:46-20:20). Mayor Schieve stated that three of the top priorities of her administration are addressing affordable housing, mental health, issues in public safety and community-oriented communication such as real-time information alerts

(McQuivey, 2022, 20:47-21:00). In addressing changes as to how the city manages mental health crises that result in police attention, Mayor Schieve discussed a plan that provides an alternative to arrest and incarceration for a petty offense. The intended program would provide patient transport to a particular behavioral center instead of a regular emergency room, where the person can be appropriately and effectively treated (McQuivey, 2022,46:46-48:50). Mayor Schieve emphasized that the program is awaiting receipt of a grant to fund the project. The mayor also discussed affordable housing, especially with Reno's current housing market and the surrounding area, specifically the plight of lower-income earners who do not qualify for subsidies or a mortgage. She presented the concept of "workforce housing" in partnership with major local employers and American Rescue Plan Act (ARPA) funding along with the increased building of Accessory Dwelling Units (ADUs), specifically since children are living at home longer due to a skyrocketed cost of living in relation to wages (McQuivey, 2022, 33:05-42:10).

Additional topics that were discussed during the podcast were alternative forms of transportation, termed "micro-transport," such as the Bird e-scooter share (McQuivey, 2022, 52:05-53:55). More importantly, the mayor talked about the new public safety facility under construction in the city which is slated to open in the Fall of 2024. She emphasized that the building is much needed and termed the current headquarters as "atrocious" and "really tiny" (McQuivey, 2022, 30:05-31:40). The mayor added that despite the current RPD HQ being a source of contention for two to three decades, the city was able to fund the new facility through grants and money from the city's general fund. Furthermore, she stated that she would like to see the RPD eventually have community policing offices in various city neighborhoods, but projects require copious planning, community support, and charity. Mayor Schieve lamented that, despite planning and fostering new ideas for implementation, feasible concepts can be

stifled by politics as the structure of Reno City government requires a four-vote consensus by the city council (McQuivey, 2022,53:00-53:45).

Reno City Council Member Naomi Duerr, who represents Ward 2 in the City of Reno and is currently a candidate for Nevada Senate District #15, is also a licensed professional geologist. Councilwoman Duerr has a reputation for resolving problems for her constituents. In a transcript of an interview of Mrs. Duerr with Carly Sauvageau of The Nevada Independent, Councilwoman Duerr touted her devotion to public service, prides herself in being committed to improvements to infrastructure, and sits on several related boards (Sauvageau, 2022). Among her infrastructure advocacy lies in workforce housing, especially in 80/20 market rate and affordable housing hybrid. She was formerly the president of the Western Nevada Development District, which was started in 1984 as an Economic Development District designated by the U.S. Economic Development Administration (EDA). Its mission is to recruit businesses and industries to create an environment that promotes a diverse, sustainable, and vibrant economy (Western Nevada Development District, n.d.). According to Council Member Duerr, an aging infrastructure, such as sewers and roads, cannot manage the growth boom. Also troubling are water concerns, as Nevada is the driest state in the country. Ms. Duerr also advocates for better broadband and cellular service coverage, public safety improvements, and recruitment. Ms. Duerr, reflecting City Manager Thornley's belief in responsible development, is committed to "smart growth." As development is challenging nowadays with less land to build on, careful consideration must be given to environmental impacts such as avoiding pollution, minimizing traffic congestion, overpopulation, and other associated problems. In recent years, Ms. Duerr has lobbied state and local law enforcement agencies to address organized drag racing, which has plagued city streets, leading to diminished quality of life, crime, and safety concerns.

Additionally, Ms. Duerr advocates for increased police funding, explicitly pertaining to information technology and the new public safety center under construction, enabling the police to do their job more effectively. She also supports improving mental health and wellness resources and better training opportunities for police officers, as a more equipped and healthy police officer is to the community's benefit. The rising cost of living is also a concern of Ms. Duerr, in a city where ½ of its residents rent, where there is little rent control, and where fuel costs are at an all-time high. Ms. Duerr also discussed funding from ARPA, funding the City of Reno has received, and advocated using at least half of the grant monies to fund affordable housing and a portion for recreation and facilities improvements along the Truckee River waterfront.

Discussion:

Elected officials and the public realize the aforementioned problems associated with the growth of the City of Reno. Change stemming from urban renewal and development is consequential. It is frequently unwelcome by the public and the frontline government workers who bear the additional workload due to demand from an increased population. City Manager Doug Thornley alluded to striking a balance in managing a growing and dynamic city. Through past personal communications with City Councilperson Naomi Duerr, Ms. Duerr conveyed that Mr. Thornley was actively seeking to improve the moral and resultant work ethos of all city employees across city agencies by changing the city government's organizational culture to (B. Erbis, personal communications, August 2023). Among the pressing issues facing Reno city governance are the problems associated with real estate development, namely infrastructure, rent prices and rent control, and unsavory rental practices such as rental application fees.

Tabitha Mueller, who is a reporter at The Nevada Independent, a “nonpartisan, nonprofit news and opinion website founded in 2017” (The Nevada Independent, 2023), specializes, among other things, reporting on housing in Reno (McQuivey, 2022b, 4:45-5:45). In an interview with the local podcast, Renoites, Ms. Mueller stated that a primary problem affecting City of Reno and Washoe County residents is the lack of affordable housing. Mueller described the benchmark for “affordable housing” at 30% or less of a person’s income (McQuivey, 2022b, 6:17-6:32). The growth that the city of Reno has experienced has created an imbalance in supply and demand vastly exceeding the supply of housing inventory. As a result, since 2020, rent has increased by roughly 24%.

Mueller, basing the average rent at \$1,500 monthly, posited that residents would need to earn \$60,500 to weather a 24% increase from that price—which is troublesome in a city where the median income is \$60,000 per year (McQuivey, 2022b, 31:23-32:08). According to the US Census Bureau Quickfacts, the median household income for Reno, Nevada as of 2021 was \$67,557 with per capita income in the preceding twelve months at \$39,104 (United States Census Bureau, 2022). In applying the 30% affordability benchmark for the above household income, affordable rent would equal \$1,688.92 and \$977.60 per capita monthly.

This is particularly concerning since half of the local population makes less than the previously mentioned income in an area where the average monthly rent, according to Johnson Perkins Griffin, LLC, the largest independent real estate appraisal, and consulting firm in northern Nevada, is \$1,661 as of the second quarter of 2023 (Johnson Perkins Griffin LLC, 2023a, 2023b). City of Reno Housing and Neighborhood Development Director Monica Cochran Kirch indicated that housing prices have risen faster than income. Consequently, an increasing number of renters bear a substantial burden—over 60% (up from 46% reported six

years ago) of them now pay more than 30% of their income towards housing expenses (Meny, 2023). Ms. Kirch touted in her report to the Reno City Council Final FY24 Budget Workshop Binder that significant initiatives and strategies during the budget year were to increase affordable housing stock, increase resident housing stability, invest in low- and moderate-income neighborhoods, and maintain and improve existing affordable housing units (City of Reno. 2023a).

Some of the means to accomplish these objectives were facilitating the development of affordable housing and preservation, using various funding sources to provide rental and deposit assistance, and utilizing federal funding to create partnerships to improve living conditions. Among the successes, Kirch claimed, was that the city funded 143 affordable housing units with ARPA funds, and 1,311 households received rental or housing assistance, or both. According to Mueller, this is also a source of frustration for the middle class in a city where most residents rent rather than own their homes (McQuivey, 2022b, 16:27-16:50). Many residents make too much to qualify for rental assistance yet struggle to pay their rent (McQuivey, 2022b, 30:38-30:54), That frustration has since boiled over and been conveyed to state and local politicians with calls for legislative intervention (McQuivey, 2022b, 38:52-39:10). In light of this, the Reno City Council started to hold special meetings to address the problem (McQuivey, 2022b, 40:45-41:00), and public discordance submitted at almost every meeting has reflected popular sentiment about affordability and rent control (McQuivey, 2022b, 27:10-27:33).

According to Mueller, additional frustration among the populace stems from the speed at which the City of Reno and Washoe County are addressing the matter, which is further hindered by legislative wrangling and poorly worded laws (McQuivey, 2022b, 19:35-26:43, McQuivey, 2022b, 41:20-42:03). Among some of the contributing factors of the housing problem in Reno

are a low apartment vacancy rate which, according to the US Census was 3% as of 2019 (McQuivey, 2022b, 34:15-35:15). The vacancy rate as of the second quarter in 2023 was 2.19% (Johnson Perkins Griffin LLC, 2023b). Mueller pointed out a recent program to combat the housing shortage: “1,000 Homes in 120 Days.” The City of Reno pilot program was a resolution adopted in October 2019 to “incentivize the rapid development of new housing units” (City of Reno, n.d.e). Mueller added that the program did not help in solving the housing shortage as most of the dwellings were not constructed to be affordable housing (McQuivey, 2022b, 34:15-35:15). Developers lack the incentive to build affordable housing as it is more profitable to build market rate or luxury homes (McQuivey, 2022b, 35:15-35:35).

Other problems contributing to the housing shortage and affordable housing are investor-owned rental homes (McQuivey, 2022b, 16:27-16:50) and profiteering from rental application fees by real property owners. For instance, landlords can profit solely from application fees from the high volume of applications they receive from prospective renters. As such, the landlord is disincentivized from renting a property for which they can continue to accept application fees (McQuivey, 2022b, 18:45-18:52). Moreover, Mueller stated that the culinary workers union reported that the top 10% of apartment owners in the state own 26.4% of available units with the largest owner being a sizeable real estate investment group located in Long Beach, California (McQuivey, 2022b, 16:58-17:15). Additionally, Mueller stated that newly constructed housing deemed affordable incentivized by tax credits could eventually become market rate upon expiration of the tax credit and thus is not a viable long-term solution (McQuivey, 2022b, 49:35-49:50).

Among the solutions discussed among the public and stakeholders is increasing housing supply while sparing the cost of additional infrastructure through infill development. Infill

development is building within empty or disused lands within existing infrastructure (State of California Governor's Office of Planning and Research, 2023) and is considered the "gold standard" in ergonomic, socially responsible, and fiscally sound development: "Building up not building out" is what the public and politicians desire (McQuivey, 2022b, 9:30-10:35). For example, the concept allows building on a plot of land in an area with plumbing and other utilities in place sparking the cost of terraforming and installation (McQuivey, 2022b, 9:25-10:00).

Other solutions being discussed include incentivization to construct low-income and affordable housing through funding initiatives from the federal and state government, such as ARPA funding, rental assistance, enticement of developers through additional tax credits and breaks, and re-zoning to allow for erecting accessory dwelling units (ADUs) (McQuivey, 2022b, 27:40-28:56). The benefits of allowing construction of ADUs, such as permitting an owner to generate additional rental income by allowing affordable housing on their property, can be offset by steep construction costs. Moreover, an ADU that is earmarked as affordable housing can be exploited and misused as a vacation rental, such as, an Airbnb. (McQuivey, 2022b, 47:03-49:00; Meny, 2023).

Some residents have voiced public comments at council meetings despite favoring affordable housing and opposing densification (Meny, 2023). For example, a Reno resident stated at a city council meeting in October, "People my age who have owned their homes for many years want current low density dominated by single families to continue indefinitely, yet 54% of our neighbors rent. We cannot continue to take away housing from them." When discussing changing zoning laws at the meeting, another resident opposed the concept, stating, "Single-family zoning is a promise from the city that the neighborhood will not be densified with

apartment buildings and ADUs.” Additionally, as mentioned by Mayor Hillary Schieve, the concept of providing workforce housing through collaboration with major employers is a cause for concern, specifically for low to moderate-income workers, some essential, such as teachers and healthcare professionals (Meny, 2023). As the battle for a solution lingers, the city council hired Shane Phillips, an urban planner and policy expert from the University of California, Los Angeles, as a consultant to assist in further addressing the Reno housing crisis and to provide recommendations on zoning.

Another cause for concern among the populace in the City of Reno is public safety. Difficulties in recruitment and retention have been recognized as problems that impact the rendering of police services to the community. According to Chief Nance, the department has created a recruiting and retention officer position and strives to increase sworn and professional staffing levels to pace departmental attrition and respond to the growing population’s needs (City of Reno, 2023b). As part of the recruiting process, the department is increasing its commitment to diversity in recruiting to reflect the populace. Recruitment and retention of police officers is a nationwide problem as police departments in all states are reporting that they cannot hire and train officers in time to fill slots vacated by resignations and retirements. A yearly survey of hundreds of police agencies conducted by the Police Executive Research Forum shows that resignations increased from 2019 to 2022 by nearly 50% (Yamat, 2023).

As part of Chief Nance’s commitment to enhancing efficiency and ergonomics, the department not only procured technology to enhance crime-fighting capabilities but also strives to provide enhanced investigation of crime scenes, evidence collection, and methods in the delivery of police services. The department seeks to accomplish this through data-driven and proactive policing responses and endeavors to increase performance by keeping emergency

response time under five minutes, recovering stolen vehicles and firearms, community satisfaction, and reducing violent crime (See Appendix G). Response time and community satisfaction were among the key points expressed to the Reno City Council and other stakeholders (Ralph Andersen & Associates, n.d.).

These changes stemmed from the results of an internal survey and an audit conducted by an outside consulting company hired by the city to study the RPD before the retirement of the former police chief, Jason Soto. The survey included responses from 128 RPD personnel members from differing ranks of sworn officers and civilian employees. The results of the study showed mixed feelings among employees about the agency. Among the concerns cited were low morale, burnout, and staffing shortages (Hackbarth & Conrad, 2023). Other complaints ranged from poor leadership to a lack of resources. Nearly half of the respondent RPD employees felt that Reno was less safe than surrounding communities, and 20% felt that their training and equipment, including technology, needed to be improved. Civilian employees said they are often the last to be issued new equipment (Hackbarth & Conrad, 2023).

The much-needed reforms under Nance were presented with additional challenges when the Nevada State Police, who handle the freeways and vehicular accidents in the city, ceased servicing the area from 2 a.m. to 5 a.m. amid a staffing shortage, potentially putting more demand on the RPD to fill the gap in calls for service (Yamat, 2023). Increasing law enforcement funding due to the city's population growth and expansion has the support of members of the Reno City Council. City Councilperson Naomi Duerr stated she fully supports increased funding the RPD, saying the agency is underfunded and understaffed (Sauvageau, 2022).

Considering the quandaries that the Reno city government faces in the imbalance of supply and demand of services and resources, officials and other stakeholders must continue to seek and implement solutions. Finding legislative solutions can often be difficult in Nevada as the state legislature meets only biennially. The Nevada Legislature created exceptions to what is known as “Dillon’s Rule,” which Nevada had abided by for several years. The rule, derived from case law, *City of Clinton v. Cedar Rapids & MRR Co.* 24 Iowa 455, 1868, states that “municipal corporations owe their origin to, and derive their powers and rights wholly from, the legislature” (Nevada League of Cities and Municipalities, 2017). In the Nevada Legislature 2015 Legislative Session, the body passed Assembly Bill 493, relaxing “Dillon’s Rule” to allow local governments to, for specific reasons, address matters of local concern directly and without seeking state legislative approval. Tabitha Mueller, in her podcast interview, spoke of confusing language in the law that lacks specificity and has resulted in confusion in the administration of the law; hence, local government bodies are reluctant to evoke the law for fear of legal consequences (McQuivey, 2022b, 20:40-21:56). Several business-related discussions have revealed that legal wrangling and bureaucratic red tape, as can be present in any bureaucracy, seems to be the ordinary course of business that unfortunately, impacts the quality of life in the state to the detriment of its residents.

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Appendices:

Appendix A Reno Direct System

<u>SER0008787</u>	Service Request - Parking Illegally	501 Sinclair St	Brian Erbis	Closed	2023-06-15 10:44:26	2023-07-05 13:11:52
<u>SER0009332</u>	Service Request - Parking Illegally	501 Sinclair St	Brian Erbis	Closed	2023-06-20 11:30:37	2023-07-12 07:35:44

BRIAN ERBIS CONSULTING LLC

Figure 2 Appendix B Email Communication with Chad Waters of Reno Direct

brian.erbis@brianerbis.nyc

From: brian.erbis@brianerbis.nyc
Sent: Monday, July 3, 2023 7:18 PM
To: 'Chad Waters'
Cc: renodirect@reno.gov
Subject: RE: Case SER0008787 comments added

Chad,

Thank you again for your responsiveness to my concerns. I also appreciate you advocating for your subordinates - as any good boss in an organization would.

That being said, the understaffed/under-resourced argument has grown stale as city residents continue to be inconvenienced by decreased services. While I understand that this is beyond your control, the lack of addressing this matter by Parking Enforcement is astounding. Despite the volume of calls for service, it should not take twenty days for a Parking Enforcement Officer to issue a citation to an illegally parked vehicle, especially since the location of the infraction is exactly one-half mile from the Parking Enforcement office. Additionally, the issuance of a parking citation takes five minutes to complete.

What especially concerns me is that there seems to be no proactive approach by enforcement in addressing these matters. The subject vehicle and the attached expired plate are easily discernable by passing traffic and should have been detected by enforcement - especially for the time it has been parked at the location.

Furthermore, failure to address this matter has cost the city revenue from the resultant fine.

Either way, I spoke to the director of Parking Enforcement, Alex Woodley, this afternoon. I found Mr. Woodley to be very receptive - in which he offered to resolve this matter. It is unfortunate, however, that an agency director is needed to accomplish a primary function of an organization.

I thank you again for your candor in addressing my concerns. I look forward to speaking with the Reno Police Department later this week.

Yours,

Brian Erbis, CFE
Owner
Brian Erbis Consulting LLC
www.brianerbis.nyc
646-801-2115



https://www.credly.com/badges/1b42b374-cd7a-444d-b276-97f701d958f3/public_url

BRIAN ERBIS CONSULTING LLC

From: Chad Waters <watersc@reno.gov>
Sent: Monday, July 3, 2023 4:34 PM
To: Brian Erbis <brian.erbis@brianerbis.nyc>
Cc: renodirect@reno.gov; ASKRPD <ASKRPD@reno.gov>
Subject: Re: Case SER0008787 comments added

Hi Brian,

SER0008787: This request is still open. It is currently assigned to Parking Enforcement Officers to address.

As we previously talked about, Parking Enforcement receives a high volume of requests. They are addressing requests as quickly as they can. There are 4 officers that cover the entire City and are working diligently to resolve all requests in a timely manner.

I know you have some other requests that went to, or mention, the Reno Police Department as well. You can expect a call later this week from the Reno Police Department for follow up.

Thank you,
Chad

On Mon, Jul 3, 2023 at 1:12 PM Brian Erbis <brian.erbis@brianerbis.nyc> wrote:

Chad,

I'm following up with you as to the status if this and all other subsequent requests. The car is still in the same spot as of today. I believe save marked this as goa in another request with all evidence to the contrary. Today's pics:

BRIAN ERBIS CONSULTING LLC



On Jun 22, 2023, at 1:26 PM, Brian Erbis <brian.erbis@brianerbis.nyc> wrote:

Get [Outlook for iOS](#)

From: Chad Waters <watersc@reno.gov>
Sent: Thursday, June 22, 2023 1:06:46 PM
To: Brian Erbis <brian.erbis@brianerbis.nyc>
Subject: Re: Case SER0008787 comments added

Hi Brian,

5

What is your phone number so I can call you?

Thanks,
Chad

On Thu, Jun 22, 2023 at 11:48 AM Brian Erbis <brian.erbis@brianerbis.nyc> wrote:

As per my call and conversation with Dayanne Moya, in regards to this complaint, I await your call back.

From: Reno Notifications <notifications@reno.gov>
Date: June 22, 2023 at 10:53:50 AM PDT
To: brian.erbis@brianerbis.nyc
Subject: Case SER0008787 comments added
Reply-To: Reno Notifications <notifications@reno.gov>

Short Description: Service Request - Parking Illegally

Click here to view the case: [LINK](#)

Comments:

2023-06-22 17:53:30

Notifying party would like an update from a supervisor. 2023-06-22 17:32:02

SER0009789 created on 6/22/23 at 9:54am. Comments included pertain to the same vehicle in !

"This vehicle remains parked on Stewart Street east of Sinclair Street in Reno. As shown by the p
is not derelict but in rather good condition and bears a temp plate expired for over two years.

City of Reno

775-334-INFO (4636)
1 E. First St., Reno, NV 89501
PO Box 1900
Reno, NV 89505

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Chad Waters, MBA ([He/Him/His](#))

Digital Experience Manager
City Manager's Office - Innovation & Experience
775-785-5818 (o)
WatersC@Reno.Gov
1 E. First St., Reno, NV 89501

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Appendix C -Roster of Parking Enforcement

Employee Name	Title
AUFIERO, CHRISTOPHER	Parking Enforcement Officer
KELLY, TODD J	Parking Enforcement Officer
KOSKI, MICHAEL J	Parking Enforcement Officer
WILKINS, PETER J	Parking Enforcement Officer
WOODLEY, ALEX C	Dir of Code Comp and Parking Enf
(City of Reno, 2023)	

Figure 3 Appendix D.- Sworn Personnel Count of RPD

(Center for Public Safety Management,n.d.)

Position	2018/2019 Budgeted	2019/2020 Budgeted	2020/2021 Budgeted	2020/2021 Actual	Vacant
Sworn Personnel					
Chief	1	1	1	1	
Deputy Chief	2	2	3	3	
Commander	1	2	3	3	
Lieutenant	12	11	9	9	
Sergeant	40	40	40	40	
Officer	231	265	270	257	13
Police Recruit	36	6	13	9	4
Sworn Total	323	327	339	328	17

brian.erbis@brianerbis.nyc

From: brian.erbis@brianerbis.nyc
Sent: Tuesday, August 15, 2023 11:51 AM
To: 'Naomi Duerr'
Cc: 'Doug Thornley'; 'Jackie Bryant'; 'Kathryn Nance'
Subject: RE: One More Point

Hi, Naomi et al.

As mentioned in our phone discussion, I had a couple of productive conversations with people in various positions in the Reno city government. Besides yourself was Alex Woodley of Code Enforcement, "Katie" (I could have the wrong name) in the City Manager's Office, along with Paul Ellison and Khalil Wilson in the Traffic Engineering/Planning areas. It was refreshing to have a dialogue conducive to exchanging ideas in exploring solutions to the problems we face. Getting in touch with the right people was a challenge, however. I dealt with frontline city employees, from the Reno Police Department to Reno Direct to Parking Enforcement, who were not only very resistant to new ideas but seemingly lacked enthusiasm. On some occasions, I received woefully incorrect information. That conduct conveys the image of an institutionalized bureaucracy to the general public. As you mentioned, there seems to be a deeply ingrained culture of "can't and won't." I am happy that the City Manager is trying to change the organization's culture.

Some of the problems you and I discussed were the profound misunderstanding of a convoluted NRS statute pertaining to towing unregistered/uninsured vehicles and the approach to abating the scourge of abandoned, illegally operated, and parked vehicles. It is a blight on our city and state. Perhaps Reno, Sparks, Washoe County, and the State Department of Public Safety should consider purchasing their tow wreckers for official use instead of relying on private tow companies to assist. As we know, its infrastructure needs to grow as Reno has grown.

Regarding citations and consequences, I understand that the local Justice Courts handle the adjudication, fine collecting, and electronic reporting of convictions to a driver's license abstract. I do not think the quagmire at DMV affects enforcement action.

As I have conveyed, I am a professional and a Reno resident who takes pride in where I live. This city has promise, but as we know, we face some challenges. I choose to dedicate my time, energy, knowledge, and business to bettering our community and making efficient governance recommendations.

I remain open to exploring other ideas with you and the rest of the city.

Brian

Brian Erbis, M.A., CFE
Owner
Brian Erbis Consulting LLC
www.brianerbis.nyc
646-801-2115



https://www.credly.com/badges/1b42b374-cd7a-444d-b276-97f701d958f3/public_url

BRIAN ERBIS CONSULTING LLC

From: Naomi Duerr <duerr@reno.gov>
Sent: Monday, August 14, 2023 8:17 AM
To: Brian Erbis <brian.erbis@brianerbis.nyc>
Cc: Doug Thornley <thornleyd@reno.gov>; Jackie Bryant <bryantj@reno.gov>; Kathryn Nance <nancek@reno.gov>
Subject: Re: One More Point

Hi Brian,

I appreciated our conversation a week ago. I like your idea about a car registration sweep. I AM concerned about what might come *after* a citation because I know that DMV remains very backed up. 🙄

Towing is its own separate challenging issue - as we discussed.

As to the "just say NO" attitude that you have observed in some Reno staff: a negative attitude is one of the things that bothers me most about *any* organization. I am pleased, however, that the City Manager has been very focused on improving the city's culture and general proactive approach toward problems. He has been assembling a team with a very positive attitude and a "getting to yes" approach. I am optimistic about the city's future 🙌

Thanks again for your thoughtful ideas.

Stay well.

-- Naomi

Naomi S. Duerr
Reno City Councilmember-Ward 2
duerr@reno.gov
775-334-2017 – Work

On Tue, Aug 8, 2023, 5:26 PM <brian.erbis@brianerbis.nyc> wrote:

Naomi,

BRIAN ERBIS CONSULTING LLC

Thanks for setting aside an hour of your time today to converse and exchange ideas about the betterment of our city. There was one point that I would like to mention about specifically combatting not only the abandonment but operation of unregistered and uninsured vehicles. I subscribe to press releases from the WCSO, and occasionally I see announcements of task force campaigns and enforcement against seatbelt violations and DUI. Perhaps the City of Reno and RPD can organize a temporary task force against unregistered and uninsured vehicles? I presented the ideas to Sgt. Blount and Sgt. Bradley of RPD Motor, with the latter being more receptive to the concept. I think that, along with some public service announcements, may inform those non-compliant with the law to comply. That and proper towing should help combat the scofflaws we observe daily. As far as the DMV, as discussed, the Carson City location seems to be available and accessible.

Additionally, as I mentioned in our conversation, the seeming collective mindset of various city agencies in Reno city government is how something cannot be done—instead of finding solutions. This negativity conveys an image to the populace that the government does not care, which is not conducive to good governance and community relations. Perhaps it is worth exploring further.

I have more ideas, as you know, but discussing them further is reserved for another day.

Thoughts?

BE

Brian Erbis, M.A., CFE

Owner

Brian Erbis Consulting LLC

www.brianerbis.nyc

646-801-2115



brian.erbis@brianerbis.nyc

From: brian.erbis@brianerbis.nyc
Sent: Friday, August 25, 2023 11:22 AM
To: 'Reno Direct'; woodleya@reno.gov; 'Doug Thornley'; 'Chad Waters'; 'Naomi Duerr'
Subject: Reno Direct SER0016194 and Reno Direct Functionality

Messrs. Thornley, Waters, Woodley, and Mrs. Duerr,

The responsiveness from Parking Enforcement (PE) and the functionality of the new Reno Direct system remains an issue. I lodged a parking complaint three weeks ago, which was never addressed by PE. It was promptly closed after I had commented that there had not been a response after three weeks. There was a vague and generic comment by Christopher Aufiero stating, "All vehicles in violation will be cited accordingly" and the request was closed. I find this to be unacceptable as a resident.

Additionally, my experience thus far has been that Reno Direct requests are not promptly assigned or routed erroneously. I have addressed this with Chad Waters, yet the problem persists. When I had lodged requests with the old system, they were acknowledged and routed within an hour. In dealing with the new system, it takes a day on average for Reno Direct to route the requests. Furthermore, my experience was that requests were routed to dead ends.

Moreover, the live chat function is still not operable. I tried using it in the past and today and received a message that no representatives are available. See the embedded screenshot below.




I am also attempting to identify the policy/protocol or procedural documents for Reno Direct's routing of calls for a public records request. A problem also seems to exist with calls for illegally parked vehicles being routed to SAVE when they should be routed directly to PE. A misunderstanding between SAVE and Reno Direct appears to exist, resulting in unnecessary service delays. Reno Direct persists in routing to SAVE, with SAVE responding that they do not handle illegally parked vehicles, which SAVE then reroutes to PE.

My aim and business model here is to push for better public administration by the Reno city government. I trust that we agree that problems exist as they do in any bureaucracy. Together, we can strive to make Reno an even better place to live.

Brian Erbis, M.A., CFE
Owner
Brian Erbis Consulting LLC
www.brianerbis.nyc
646-801-2115



https://www.credly.com/badges/1b42b374-cd7a-444d-b276-97f701d958f3/public_url

 **Citizen Support**  

Please try giving me your request in a different way. I'm currently better at understanding short sentences.

What's your issue or request? Or, take a look at what I can help with.

agent

I want to be sure I got this right. What item best describes what you want to do?


11m ago

Live Agent Support.

There are no agents available at the moment. Please try again later.

Thank you for using our support chat.

Click here to start a new conversation



Appendix G RPD Performance Measures

Measure	2022 Actual	2023 Target	2024 Target	Strategic Priority
Emergency in progress response time <5 minutes	70%	93%	93%	Public Safety
Recovery of reported stolen vehicles	84.64%	93%	93%	Public Safety
Survey statistic - Overall satisfied with service provided by RPD	86.7%	85%	90%	Public Safety
Firearms Recovered	210	450	450	Public Safety
Reduction in Violent Crimes	2.5%	50%	5%**	Public Safety

(City of Reno, 2023b)

Appendix H Parking Enforcement Expenses 1

Name	FY2022 Actual	FY2023 Estimated	FY2024 Adopted	FY2023 Adopted vs. FY2024 Adopted (% Change)
Expense Objects				
Salaries & Wages	\$1,145,538	\$1,386,742	\$1,486,853	8.5%
Employee Benefits	\$605,312	\$776,308	\$841,722	8.4%
Services & Supplies	\$354,382	\$353,330	\$274,968	6.1%
Capital Outlay	\$0	\$22,750	\$0	-100%
Total Expense Objects:	\$2,105,231	\$2,539,130	\$2,603,543	6.7%

(City of Reno, 2023c)

Appendix I Parking Enforcement Perf Measures

Measure	2022 Actual	2023 Target	2024 Target	Strategic Priority
Motel Inspection Program completes 100% of the current motel inventory inspections annually. *In 2022 MIP Officer Out for FMLA; 344 nuisance complaints; 80 motel cases; 66 housing cases	*25%	50%	50%	Economic Opportunity, Homelessness & Affordable Housing
Average inspections completed annually per code enforcement officer	681.5	650	650	Public Safety
50% of complaints of unsheltered encampments occurring on private property resolved in 30 days. *New metric, no data available for 2022	*N/A	50%	60%	Public Safety
Monthly average parking citations issued per parking enforcement officer (Current 4 FTEs)	178	250	250	Fiscal Sustainability Public Safety

(City of Reno, 2023c)



Dear Brian Erbis,

The City of Reno received the below records request from you on **November 17, 2023** for records pursuant to NRS 239.0107.

"All correspondence and orders/directives related to the promulgation and cessation of parking enforcement duties by Reno Police Department sworn officers. "

Your request's status has changed to **In Progress**.

Please log in to the Public Records Center at the following link to view the details of the **Public Records Request - #PRA-2023-18686**

If you have any questions, please contact the appropriate City of Reno records office listed below.

Sincerely,

City of Reno Records Division

General Records (775) 348-3932

Fire Records (775) 334-2300

Police Records (775) 657-4639

Please note any confidential, proprietary, or protected information will be redacted prior to the release of the records. There could be a charge for copies of public records.

BRIAN ERBIS CONSULTING LLC



Dear Brian Erbis,

The City of Reno received the below records request from you on **November 17, 2023** for records pursuant to NRS 239.0107.

"All correspondence and orders/directives related to the promulgation and cessation of parking enforcement duties by Reno Police Department sworn officers. "

The City of Reno has reviewed your request and determined that you will need to contact the following agency to obtain copies of your requested records.

Please contact:

- Parking Enforcement 1 E. First St., Floor 2 Reno, NV 89501 Hours: 9 a.m. - 4 p.m. weekdays, excluding holidays Phone: 775-334-2293 Email: parkingservices@reno.gov

Your request has been satisfied. If there are other public records you wish to review that are not covered by the City's response, please submit your request. Records in response to your new request, if they exist and are subject to disclosure under NRS 239.0107, will be made available. If you have further information or authority which you believe would require disclosure of additional records under NRS 239.0107, we will be happy to review that information and/or authority.

If you have any questions, please contact the appropriate City of Reno records office listed below.

Sincerely,

City of Reno Records Division

General Records (775) 348-3932

Fire Records (775) 334-2300

Police Records (775) 657-4639

BRIAN ERBIS CONSULTING LLC

brian.erbis@brianerbis.nyc

From: brian.erbis@brianerbis.nyc
Sent: Friday, December 1, 2023 9:01 AM
To: publiccomment@reno.gov; citymanager@reno.gov; ASKRPD@reno.gov; renodirect@reno.gov
Cc: duern@reno.gov; 'Doug Thomley'; 'Kathryn Nance'
Subject: Parking Enforcement Matter in Reno

To Whom It May Concern:

As a researcher, private investigator and constituent, I have a question as to when, why, and why not that the Reno Police Department (RPD) ceased enforcement of parking violations. The cessation is especially troublesome as parking matters contribute to disorder and urban blight. In my dealings with and research into Parking Enforcement, it has been my experience that the agency cannot manage the volume of parking complaints. I recently lodged a public records request with the City of Reno, another request through Reno Direct, and a direct email to RPD at askrd@reno.gov. The substance of the requests was when RPD eliminated parking enforcement from their purview. After a few weeks, the only response thus far is from public records referring me directly to parking enforcement outside the public records request system. With the city's expansion, RPD should resume this duty, proactively enforce parking, and respond to parking complaints directly from Reno Direct. Lastly, perhaps the city should reconsider disbanding the Parking Enforcement unit, reassigning the employees, and placing parking regulation solely under the auspices of the RPD—as a matter of more efficient and cost-effective use of city resources.

Yours,

Brian Erbis, M.A., CFE
NV Private Investigator
NV PILB lic#4253
Owner and Qualifying Agent
Brian Erbis Consulting LLC
www.brianerbis.nyc
646-801-2115



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BRIAN ERBIS CONSULTING LLC

BRIAN ERBIS CONSULTING LLC

brian.erbis@brianerbis.nyc

From: Molly Rosen <RosenM@reno.gov>
Sent: Thursday, December 7, 2023 4:43 PM
To: brian.erbis@brianerbis.nyc
Cc: Parking Ticket Services; Records Management
Subject: Re: Public Records Request of November 17, 2023, Reference #PRA-2023-18686

Hello Brian,

We received your records request via our OneRequest portal. We have responded to you through the system and closed out the request. Please refer to records request #PRA-2023-19428 which has been reviewed by Parking Enforcement, The City Manager's Office, and The City Clerk's Office.

Should you have any questions please reach out to our records line at 775-348-3932.

From: brian.erbis@brianerbis.nyc <brian.erbis@brianerbis.nyc>
Sent: Wednesday, December 6, 2023 3:57 PM
To: Parking Ticket Services <ParkingServices@reno.gov>
Subject: FW: Public Records Request of November 17, 2023, Reference #PRA-2023-18686

To Whom It May Concern:

My public records request shown below was referred by the RPD to your agency. I am looking for orders or directives pertaining to the cessation of parking enforcement duty by the RPD with relegation to Code/Parking Enforcement. Thank you.

Brian Erbis, M.A., CFE
NV Private Investigator
Owner and Qualifying Agent
Brian Erbis Consulting LLC
www.brianerbis.nyc
646-801-2115
NV PILB lic#4253



https://www.credly.com/badges/1b42b374-cd7a-444d-b276-97f701d958f3/public_url

BRIAN ERBIS CONSULTING LLC

Notification



Subject

Public Records Request of December 1, 2023, Reference #PRA-2023-19428

Notification Date

December 7, 2023

Body

Dear Brian Erbis,

The City of Reno received the below records request from you on **December 1, 2023** for records pursuant to NRS 239.0107.

"All correspondence and orders/directives related to the promulgation and cessation of parking enforcement duties by Reno Police Department sworn officers. "

The City has determined there are no responsive records to your request.

Your request has been satisfied. If there are other public records you wish to review that are not covered by the City's response, please submit your request. Records in response to your new request, if they exist and are subject to disclosure under NRS 239.0107, will be made available. If you have further information or authority which you believe would require disclosure of additional records under NRS 239.0107, we will be happy to review that information and/or authority.

If you have any questions, please contact the appropriate City of Reno records office listed below.

Sincerely,

City of Reno Records Division
General Records (775) 348-3932
Fire Records (775) 334-2300
Police Records (775) 657-4639

Please note any confidential, proprietary, or protected information will be redacted prior to the release of the records. There could be a charge for copies of public records.

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