

## **Appendix A: Curbside Management Assessment**

# **City of Flagstaff Curbside Management Assessment**

Prepared for the City of Flagstaff

By Dixon Resources Unlimited

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# Executive Summary

In December 2025, Dixon Resources Unlimited (DIXON) conducted a comprehensive onsite assessment to evaluate existing curbside conditions and inform the development of a Curbside Needs Assessment (Assessment) for the City of Flagstaff, Arizona (City) and ParkFlag. This Assessment was informed by materials provided by the City and ParkFlag, including current parking and curbside programs, policy information, vendor agreements, development plans, previous consultant reports and other relevant operational documentation.

The Assessment took place over a two-day site visit (December 10-11, 2025), during which DIXON engaged in multiple activities to verify and deepen understanding of curbside operations, including:

- **Small group meetings with City and ParkFlag staff** to confirm findings from background documentation, review daily operations, understand program strengths and pain points, and learn about upcoming parking and curbside initiatives.
- **Study Area tour**, during which DIXON covered the entire ParkFlag service area by foot and/or by vehicle.
- **Job shadowing and ride-alongs** with ParkFlag frontline team members, to observe and discuss curbside management practices, customer behavior, service orientation, and operational challenges.
- **Stakeholder engagement activities**, including in-person interviews with other city departments, Downtown Business Alliance (DBA) staff, and a presentation to the City's Community Enhancement Committee, were all leveraged to gather feedback on curb use, future land use changes, and improvement opportunities.

**Figure 1. ParkFlag Service Area**



During the site visit, DIXON had multiple opportunities to observe the great care and thoughtfulness with which both City and ParkFlag leadership and staff approach their daily work. As an organization, ParkFlag stood out in terms of:

- Customer service orientation
- Organizational transparency, communication and collaboration
- Mission and service delivery alignment

DIXON also noted opportunities for continued organizational growth:

- Increased operational efficiency

- Enhanced use of technology tools
- Commitment to data-driven decision making

The following Assessment was crafted to serve two purposes:

1. Document ParkFlag’s current operation, including key programs, use of technology, policies, assets and customer service orientation.
2. Identify areas for potential program refinement and/or growth to ensure that ParkFlag is well-positioned to meet the parking and curbside access needs of residents, visitors and the business community – not only today but over the next five years.

The information documented during this Assessment will be used to develop specific strategies and associated implementation steps for the Curbside Management Action Plan.

## Introduction

### Background

Launched in 2017, ParkFlag manages 1,907 public parking spaces on behalf of the City of Flagstaff, Arizona. ParkFlag’s service area stretches across on-street and off-street locations in Downtown Flagstaff, the Southside, and nearby neighborhoods. ParkFlag manages 18 off-street lots, 13 residential zones with permit requirements, and a robust set of permit offerings. ParkFlag’s mission is “to provide fair and efficient customer-focused parking management that supports downtown vitality, ensures equitable access, and improves the parking experience for employees, residents, and visitors.”

### Assessment Overview

In December 2025, DIXON conducted a comprehensive onsite assessment to evaluate existing parking and curbside conditions, which informed the development of this Curbside Needs Assessment. During this site visit, DIXON conducted small group conversations with the stakeholders listed in Table 1. Additionally, DIXON participated in both walk-and ride-alongs with members of the ParkFlag’s frontline (Parking Aide) team to evaluate the current parking operation and related procedures.

**Table 1. December 2025 Site Visit Participants**

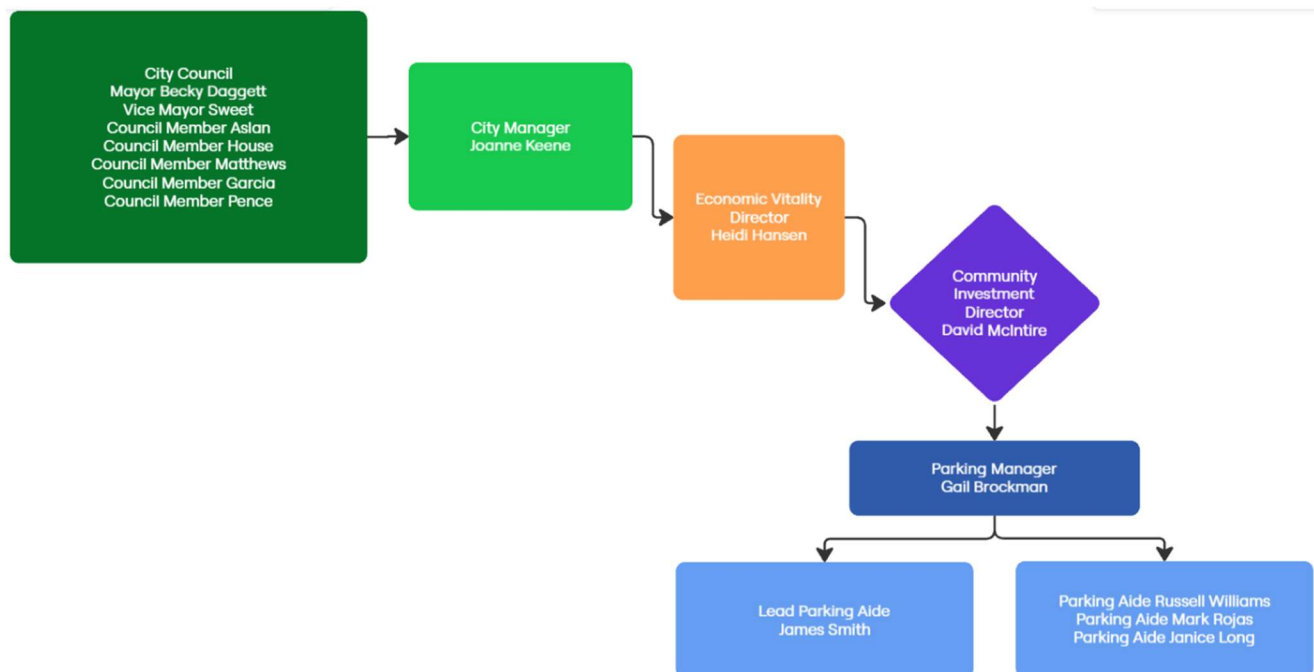
| Small Group Conversations       |                                     |
|---------------------------------|-------------------------------------|
| Community Investment Director   | Parking Program Manager             |
| Community Enhancement Committee | Finance Department                  |
| Planning Department             | Traffic Department                  |
| ParkFlag Parking Aides          | Downtown Business Alliance Director |

In addition to the onsite assessment, DIXON gathered information regarding ParkFlag operations from written materials provided by the City and from the ParkFlag website. The following Assessment describes current parking and curbside operations and provides key takeaways that will be used to inform the recommendations made in the Curbside Management Action Plan.

## Authorizing Legislation and Organizational Overview

The City has authority under Arizona state law and its City Charter to manage public rights-of-way and other City-owned property, including off-street public parking lots. To manage public parking resources, Flagstaff established ParkFlag, a City program within the Economic Vitality Division, under Flagstaff City Code Section 9-01-001-0014 Office of Parking Manager. Both the Police Department and Economic Vitality divisions participate in the hiring and onboarding of ParkFlag employees with the Community Investment Director providing guidance and supervision to the ParkFlag Parking Program Manager.

**Figure 2. Organization Chart**



The Parking Program Manager oversees all daily operations, including hiring, onboarding, and supervising one Lead Parking Aide and five Parking Aides. Parking Aides are authorized to enforce parking regulations under the City of Flagstaff Chapter 9-01-001-0003 which declares, "The Chief of Police and his authorized agents, including the Office of the Parking Manager (ParkFlag), are responsible for parking enforcement."

The following Municipal Codes define parking operations in Flagstaff:

|                                                                                |                                                                                                                                                                                                                  |
|--------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Chapter 9-01-001-0003 STOPPING, STANDING OR PARKING REGULATIONS</b>         | Defines where stopping, standing, or parking a vehicle is disallowed, including specific locations. Authorizes the Chief of Police and his authorized agents, including ParkFlag, to enforce parking violations. |
| <b>Chapter 9-01-001-0011 RESTRICTION OF TRUCKS AND HEAVY VEHICULAR TRAFFIC</b> | Defines regulations for trucks and heavy vehicular traffic, including loading and unloading.                                                                                                                     |

## Local Context

### Financial Oversight

To promote clarity and responsible financial oversight, all ParkFlag revenues and expenditures are managed in a Special Revenue Fund that was established under the Flagstaff City Code Section 9-01-001-0015. This structure ensures that all parking-related revenues and expenses are tracked independently from the City's General Fund. All funds generated by ParkFlag are dedicated solely to running, maintaining, and enhancing the parking program.

Both the City and ParkFlag should be commended for the transparency of the Special Revenue Fund structure. This structure is in line with industry best practice as it promotes transparency and facilitates clear reinvestment of parking revenues back into the district from which they were collected.

Additionally, a minimum of 20% of all gross parking revenue is placed into a designated reserve. This reserve is intended specifically to support the future acquisition and construction of needed parking facilities.

### Upcoming Rate Increase

On street (Pay to Park) rates will increase from \$1.00 per hour to \$2.00 per hour in the Spring 2026. Part of the additional revenue from this increase will be used to support Parking District Enhancements (Enhancements). Anticipated Enhancements will include expanded municipal

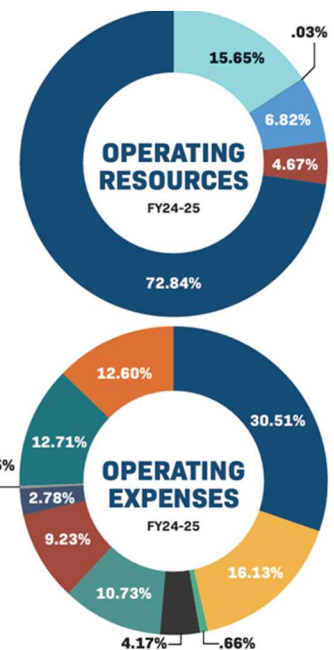
**Figure 3. Special Revenue Fund**

#### FINANCIALS

##### Summary of Resources & Expenditures/Uses

| Resources                                       | FY24-25            |
|-------------------------------------------------|--------------------|
| Pay to Park Revenue                             | \$1,156,042 72.84% |
| Parking Permit Revenue                          | \$74,213 4.67%     |
| Interest Income                                 | \$108,299 6.82%    |
| Other Miscellaneous                             | \$441 0.03%        |
| Parking Contributions*                          | \$248,472 15.65%   |
| <b>Total Resources</b>                          | <b>\$1,587,467</b> |
| Expenditures/Uses                               | FY24-25            |
| Salaries & Wages                                | \$278,567 30.51%   |
| Employee Benefits                               | \$147,251 16.13%   |
| Utilities                                       | \$6,004 0.66%      |
| Rent                                            | \$38,037 4.17%     |
| Credit Card Fees/Other Fees                     | \$97,942 10.73%    |
| Other Misc. Services                            | \$84,217 9.23%     |
| Maintenance                                     | \$25,358 2.78%     |
| Operating Supplies                              | \$4,554 0.50%      |
| Computer Equipment & Software                   | \$115,978 12.71%   |
| Debt Service Payments                           | \$115,025 12.60%   |
| <b>Total Expenditures/Uses</b>                  | <b>\$912,933</b>   |
| <b>Lockbox Contributions (Restricted Funds)</b> |                    |
| 20% of Parking Revenues + Parking Contributions | \$516,271          |
| <b>Total Expenditures and Restricted Funds</b>  | <b>\$1,429,204</b> |

\*Parking Contributions were one-time funds paid to ParkFlag by Mountain Line for the purchase of parking spaces within the existing Phoenix Avenue lot for the continued construction of the Downtown Connection Center.



services in the downtown area, including restroom maintenance, graffiti removal, snow and cinder clearing from sidewalks and alleys, infrastructure painting, trash collection, pressure washing, weed removal, and other services as needed.

As not all requested Enhancements are directly related to public parking – and therefore eligible for Special Revenue Fund support – additional funding contributions will be made by other City departments.

The City is considering several approaches to service delivery for the planned Enhancements: managing a contract for these services directly, hiring additional staff to provide them, or partnering with a third-party provider to manage and deliver the services. Parking revenue will likely be allocated to support maintenance of parking spaces and curbs, improved signage, streetscape improvements, and other amenities that directly benefit the parking system and the downtown environment. This allocation and ParkFlag’s financial support of the Enhancements, presents an opportunity for positive community messaging about how paid parking revenues will be actively reinvested back into the community.

Prior to requesting City Council approval of the proposed Spring rate increase, ParkFlag hosted four stakeholder meetings to hear from residents and business owners about the proposed change. ParkFlag held one meeting with the Southside Neighborhood Association, one meeting targeting residents in the northern part of Flagstaff, and two other general community meetings in August 2025.

## Anticipated Parking Inventory Development

The City of Flagstaff is working to identify strategic partnerships that will expand parking inventory in and around downtown Flagstaff. Together, these projects are expected to provide at least 185 new public parking spaces, with potential to reach over 200 new spaces through re-striping and other design efficiencies.

| Site                                      | Additional Spaces | Development Context                                                                                                                          |
|-------------------------------------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Foundation for Senior Living (FSL)</b> | 100-120           | Negotiating purchase of the FSL parcel’s southern half to secure long-term Courthouse parking and preserve a future structured parking site. |
| <b>The Graduate</b>                       | 50                | Hotel project in design / historic preservation review; informal agreement for public spaces in place.                                       |
| <b>Sierra Trigo</b>                       | 35                | Redevelopment of the Old Courthouse parcel with Sierra Trigo providing public spaces in updated designs.                                     |

# Existing Conditions

## Parking Locations & Rates

Public on-street spaces are monitored by ParkFlag:

- **Weekday:** Sunday through Thursday: 9 a.m. – 5 p.m.
- **Weekend:** Friday and Saturday: 9 a.m. – 8 p.m.

As previously mentioned, Pay to Park rates in the ParkFlag district are set to \$1.00 per hour for both on-street and off-street parking locations. This rate is set to change in 2026, increasing to \$2.00 per hour. Notably, private off-street locations in the ParkFlag district average a rate of \$4.00 per hour.

**Figure 3. ParkFlag Parking Inventory**

| Location                            | 30 minute | ADA       | Amtrak Employee | Carpool  | Council & Commission | EV Charging | F1 Permit | Facility | Mayor    | Pay to Park | Permit     | Reserved Permit | RV       | TOTAL      |
|-------------------------------------|-----------|-----------|-----------------|----------|----------------------|-------------|-----------|----------|----------|-------------|------------|-----------------|----------|------------|
| Aspen/Beaver Lot                    |           | 5         |                 |          |                      |             |           |          |          | 75          |            |                 |          | 80         |
| City Hall                           |           | 5         |                 |          |                      | 4           |           |          | 1        |             | 106        |                 |          | 116        |
| County Building (NW Riles & Cherry) | 3         | 8         |                 |          | 3                    |             |           | 2        |          |             | 16         |                 |          | 32         |
| County Building (SE Riles & Cherry) | 2         | 3         |                 |          | 5                    | 4           |           | 3        |          |             | 50         |                 |          | 67         |
| County Courthouse Reserved Lot      |           | 1         |                 |          |                      |             |           |          |          |             |            | 12              |          | 13         |
| County Fiduciary Building (Leroux)  |           | 2         |                 |          |                      |             |           |          |          |             | 26         |                 |          | 28         |
| Foundation for Senior Living        | 3         | 5         |                 |          |                      |             |           |          |          | 82          |            |                 |          | 90         |
| Leroux Lot                          |           | 9         |                 |          |                      |             |           |          |          | 2           |            |                 |          | 11         |
| Lumberyard                          |           | 4         |                 |          |                      |             |           |          |          | 45          |            |                 |          | 49         |
| Phoenix Lot East (U-Shape)          |           | 1         |                 |          |                      |             |           |          |          | 38          |            |                 | 6        | 45         |
| Phoenix Lot West                    |           | 5         |                 |          |                      |             |           |          |          | 62          |            |                 |          | 67         |
| South Beaver Lot                    |           | 2         |                 |          |                      |             |           |          |          | 22          |            |                 |          | 24         |
| Train Lot                           | 7         | 5         | 3               |          |                      | 4           |           |          |          | 26          |            |                 |          | 45         |
| Wheeler Lot                         | 6         | 3         |                 | 1        | 8                    |             | 15        | 1        |          | 17          |            |                 |          | 51         |
| <b>TOTAL</b>                        | <b>21</b> | <b>58</b> | <b>3</b>        | <b>1</b> | <b>16</b>            | <b>12</b>   | <b>15</b> | <b>6</b> | <b>1</b> | <b>369</b>  | <b>198</b> | <b>12</b>       | <b>6</b> | <b>718</b> |

## Parking Permit Programs

Flagstaff offers several types of parking permits to accommodate the needs of employees, residents, agencies, and special users.

- **Employee permits** cost \$10.00 per month. Employee permits are separated by the North and South regions of the ParkFlag district. They are also available for contractors doing work in the ParkFlag district.
- **Facility permits** are provided at no cost and are designated for specific public agencies or facilities, including County F5, City F1/F2, Visitor Center (VS), and the Airport (FA).
- **Encroachment permits** are issued for short-term use of public parking spaces by trailers, dumpsters, maintenance crews, or delivery vehicles. These permits are issued at a rate of \$5 per space, per day.
- **Amtrak permits**, priced at \$8 per day, support Amtrak passengers and rideshare users, such as participants in large events like Cocodona.
  - Amtrak permit holders are allowed to park in the Phoenix Avenue Parking Lot and are exempt from posted pay-to-park requirements
  - Permit holder must be an Amtrak rider
- **Residential permit** options depend on housing type. Single-family residential permits are free, with one permit available per water meter, while non-single family residential permits cost \$60.00 per month and apply during the winter season (November through March) from midnight to 9 a.m.
  - Residential permit holders are allowed to park in any "Pay by Plate Parking - E Permit Exempt" space, and when parked, are exempt from posted pay-to-park and/or parking time-limit requirements.
  - Additionally, in established residential permit zones, households receive one free annual permit, with tiered annual pricing for any additional permits needed.

Figure 4. Employee Parking Locations



The ParkFlag Parking Rate & Fee Analysis Report (2025) identified potential updates to the ParkFlag district permit program, including the addition of two new permit types priced at \$10.00 per month in accordance with the existing fee schedule:

- **Construction Employee Permit:** For construction workers in the downtown area. Permits follow the same process and restrictions as Employee Permits; permits must be purchased and managed through the online permit portal, with parking restricted to designated employee zones.
- **Vendor Employee Permit:** For sales representatives from various industries (e.g., beer, food, retail). Permits must be purchased and managed through the online permit portal, with parking restricted to designated employee zones.

## Other Curb Activities & Programs

Several other curb lane activities and/or programs were observed during the site visit or through conversations with City staff. Each program is briefly described below, including activity type or program purpose and cost (if applicable). All programs are managed by ParkFlag, unless otherwise noted.

### Loading Zones

Commercial trucks may use designated commercial loading zones, which are located primarily in alleyways, for up to 45 minutes between 9 a.m. and 6 p.m., except on Sundays. Several alleyways have been improved for pedestrian access and activation, some with street furniture and aesthetic features. These improvements contribute to the walkability and activation of downtown; however, a noted tradeoff is less space for necessary commercial loading activities.

**Figure 5. Loading Zone**



There are two designated on-street loading zones within the study area, one located on Leroux Street and another at the intersection of Aspen Avenue and Beaver Street. Both loading zones are limited to 30-minute use and are active from 6 a.m. to 10 a.m. These spaces are intended to support commercial loading and unloading activities serving nearby businesses.

Despite the presence of these designated zones, loading and unloading frequently occurs within active travel lanes rather than within the marked loading areas. Taxis and rideshare vehicles were observed frequently loading and unloading passengers in the commercial core - taking any available curb or drive aisle space - which contributes to congestion within the Pay to Park district.

Current enforcement practices were observed to allow flexibility for unloading activities on one-way streets, where temporary stopping is less likely to impede traffic flow. In contrast, on two-way streets, enforcement staff report issuing warnings to drivers who block travel lanes, as these activities can disrupt traffic circulation and create safety concerns.

## Parklets

Parklets are small, sidewalk-level areas created by converting one or more curbside parking spaces into an extension of an existing downtown business, such as a restaurant or brewery.

Flagstaff has one active parklet pilot, and the City is currently developing an application to guide review and implementation of future requests. For the pilot, the City is charging a fee per parking space occupied of \$2,920, or \$8 per day. As part of the Curbside Management Action Plan, DIXON committed to providing recommendations on industry best practice language, lessons learned and pricing to include in the application.

## Food Delivery Services and Transportation Network Companies (TNCs)

Food delivery services such as Uber Eats, DoorDash, and Grubhub are commonly used as a convenient way to have meals directly delivered to individuals or businesses. Many establishments in downtown Flagstaff subscribe to these services. Additionally, ride-sharing is a popular and convenient transportation solution for individuals visiting Downtown Flagstaff. Transportation Network Companies (TNCs) and food delivery services have been observed by ParkFlag staff – and by DIXON during the site visit – using loading zones and/or Pay-to-Park spaces for passenger food delivery and passenger pick-up/drop-off. Most notably, ParkFlag reported that food delivery services and TNCs have been observed to utilize available Americans with Disabilities Act (ADA) spaces or/and double park in travel lanes. These parking behaviors lead to congestion and noncompliance in the ParkFlag district and will be addressed in the recommendations of this planning effort.

## Mountain Line

Mountain Line is Flagstaff's public transit system and plays an important role in providing mobility throughout the city. The system connects key destinations, including downtown Flagstaff, Northern Arizona University (NAU), residential neighborhoods, and major employment and commercial centers. Mountain Line offers regular service on core routes and expanded service during peak periods, supporting both residents and visitors. By providing an alternative to driving and parking, Mountain Line helps reduce demand for downtown parking, supports access to local businesses, and contributes to the City's broader transportation and sustainability goals.

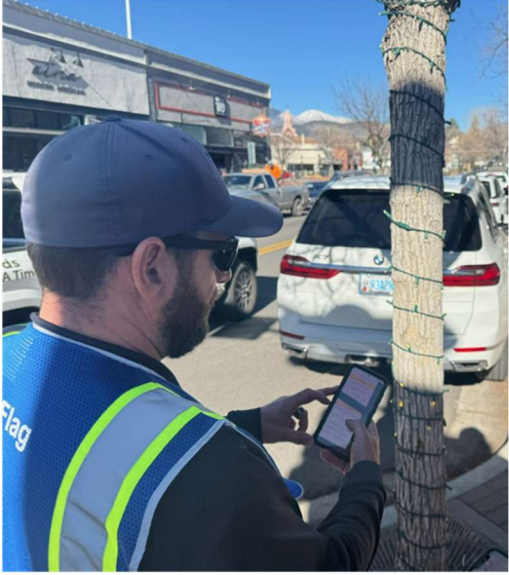
**Figure 6. Mountain Line**



## Technology Overview

ParkFlag uses the following technology vendors for parking operations and enforcement purposes.

| Technology Type                                | Description                                                                                                                                                                                                          | Site Visit Notes                                                                                                                                                                                                                                                                                        |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Flowbird Multi-Space Payment Kiosks</b>     | 104 multi-space pay-by-plate Parkeon kiosks, which receive scheduled bi-annual maintenance, with trouble shooting and repairs performed as needed.                                                                   | Occasionally, kiosks fail to display active sessions. Customers show payment receipts on the vehicle's dashboard. Currently, the City is interested in tap-to-pay upgrades.<br><br><b>Figure 4. Pay Station</b><br> |
| <b>Flowbird (ParkMobile) Mobile Payment</b>    | Mobile payment is offered as an option throughout the Pay-to-Park service area. This convenient option is available for transient parking payments both on-street meter transactions and in off-street parking lots. | City staff reported that approximately 3% of users are experiencing issues with the mobile payment system and unable to access the app at ParkFlag's specific site location.                                                                                                                            |
| <b>Passport Citation and Permit Management</b> | Parking citation and permit management are contracted with Passport.                                                                                                                                                 | City staff are satisfied with Passport for citation issuance. Citation, appeal, and permit reports are performed daily.                                                                                                                                                                                 |
| <b>Android Phones + Printers</b>               | Parking Aides use Android phones and Bluetooth Zebra ZQ32 printers to check permit privileges, scofflaw lists and issue citations in the field.                                                                      | Android phones are replaced every five to seven years. The handhelds and printers are working well with minimal issues reported.                                                                                                                                                                        |

|                                                                              |                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                              | <p><b>Figure 5. Android Phone</b></p>                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p><b>Genetec<br/>Mobile License<br/>Plate<br/>Recognition<br/>(LPR)</b></p> | <p>One vehicle-mounted LPR unit</p> <p><b>Figure 6. LPR Vehicle</b></p>  | <p>ParkFlag reported several ongoing operational issues with its LPR system. Plate reads remain inconsistent, especially for vehicles parked at angles, back-in spaces, corner spots, or those with Electric Vehicle and/or temporary paper plates, all of which reduce the reliability of enforcement. While recent software updates have improved mapping, location accuracy still reaches only about 70-80% in some areas, leading to misplaced reads and limiting the usefulness of occupancy data.</p> |

ParkFlag also maintains active vendor contracts that support these technologies, including a Flowbird contract through the OMNIA cooperative, which recently completed a two-year extension, and a Passport contract amendment currently in progress that will provide a four-year extension for citation and permit management services.

## Signage & Wayfinding

Within the ParkFlag district, destination signage is provided at each public parking lot and along on-street spaces to help guide users to available parking. However, public parking areas

**Figure 8. Stacked signage**      **Figure 7. Private parking signage**



can at times be confused with nearby private parking facilities, which are actively enforced and subject to towing. Enhancing the distinction between public and private parking would help reduce unintentional violations, particularly for visitors unfamiliar with the area.

The City has also installed signs identifying permit parking zones and seasonal parking restrictions. While this information is valuable, some signs contain multiple layers of information and may be challenging for users to interpret

quickly. On the Southside of the district, several signs have been vandalized with stickers placed over them, which can affect visibility and clarity. Addressing these issues would improve overall legibility and user experience.

In addition, there is an opportunity to strengthen wayfinding and directional signage leading to public parking facilities. More consistent and visible wayfinding could help drivers locate public parking more efficiently, reduce unnecessary circulation, and improve overall traffic flow within the district.

## Electric Vehicle (EV) Charging

Electric vehicle (EV) charging stations are conveniently located in Downtown Flagstaff at these key spots:

- Near the Downtown Flagstaff Visitors Center entrance, just off Beaver Street. 1 E. Rte. 66
- In the Flagstaff City Hall parking lot. 211 W. Aspen Ave.
- In the County parking lot, specifically the southern lot with an entrance off Verde St. 219 E. Cherry Ave.

ParkFlag plans to add an additional four EV charging stations in the Wheeler lot.

**Figure 9. Electric vehicle parking**



## Enforcement

### Staffing

ParkFlag currently has one full-time equivalent (FTE) Parking Program Manager, one FTE lead Parking Aide, and five (5) FTE Parking Aides. Additionally, the Community Investment Director oversees ParkFlag operations. Parking Aides are considered unarmed police aides with the

authority to issue parking citations as well as enter citation data into parking and police information systems. One of the five FTEs is funded by the Flagstaff Municipal Airport for enforcement and gate maintenance.

The current enforcement staffing shift schedule follows:

| <b>Day of Week</b>       | <b>Mon</b>       | <b>Tues</b>      | <b>Wed</b>       | <b>Thurs</b>     | <b>Fri</b>       | <b>Sat</b>       | <b>Sun</b>       |
|--------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Shift Coverage</b>    | 2 Parking Aides  | 2 Parking Aides  | 2 Parking Aides  | 2 Parking Aides  | 2 Parking Aides  | 2 Parking Aides  | No coverage      |
| <b>Enforcement Hours</b> | 9 a.m. to 5 p.m. | 9 a.m. to 5 p.m. | 9 a.m. to 5 p.m. | 9 a.m. to 5 p.m. | 9 a.m. to 8 p.m. | 9 a.m. to 8 p.m. | 9 a.m. to 5 p.m. |

ParkFlag is currently interviewing candidates to fill one additional position, which will bring the total to six FTE Parking Aides.

Parking Aide duties include:

- Regulation of paid parking spaces
- Enforcement of parking ordinances
- Issuance of citations and warnings of violations
- Placing and removing boots on scofflaw vehicles
- Testifying in court
- Community relations and customer service
- Facilitation of towing non-compliant vehicles

## Training

All new Parking Aides are trained using a combination of classroom and field-based learning. ParkFlag uses written training materials, including:

**Figure 10. ParkFlag Parking Aides**



**Standard Operating Procedures (SOP) Manual (2020)**, which provides direction on recording citations and issuing citations, expectations for court appearances and court statements, direction on ParkFlag permits and enforcement guidelines, guidance on de-escalation and reporting misconduct.

Parking Aides also receive comprehensive field training - with up to two weeks of job shadowing with a more seasoned Aide - to ensure citations are issued accurately, fairly, and consistently. They are trained to exercise discretion in determining whether a violation should result in a courtesy warning (no fine) or a formal citation (monetary fine).

For vehicles with no prior record, a warning is typically issued first unless the violation clearly warrants an immediate citation. For vehicles with previous violations, certain infractions, such as Pay-to-Park, Parked Without Permit, and Expired Meter codes, are issued in a consecutive order based on the vehicle's

citation history.

**ParkFlag ADA Citation Policies and Procedures**, which supports uniform and equitable enforcement of ADA parking requirements while recognizing applicable legal and operational considerations. These standards guide officers in carrying out their duties in a manner that advances accessibility and regulatory compliance.

**Scope of Authority for Unarmed Police Aides**, which defines and records the responsibilities and enforcement boundaries of unarmed police aides working for the City of Flagstaff. Under state statute, Parking Aides in Flagstaff are designated as unarmed police aides, and this policy applies specifically to ParkFlag.

**Booting Policy**, which outlines the procedure for booting vehicles.

**Policy Update: Overtime Parking & Reparking Citations (2024)**, which explains that overtime citations must be issued within 2 hours and 30 minutes of the initial chalking and reparking citations must be issued within 4 hours of the first chalking.

### **Customer Service Orientation**

It was immediately clear during DIXON's December 2025 site visit that ParkFlag has an organizational culture that prioritizes education over citation, including issuance of warning notices for first-time parking violations. This approach reflects ParkFlag's commitment to helping the public understand parking regulations before enforcement actions are taken. It

also is true to the original intent of the ParkFlag program, and it was very refreshing to see such strong alignment with the organization's founding goals nearly a decade later.

ParkFlag Parking Aides were observed delivering a positive and customer-first service experience by applying parking regulations fairly while serving as a valuable resource for the downtown community. In one instance, a Parking Aide stopped to assist a motorist who was having trouble with a payment kiosk. The Aide quickly helped the customer, so they could continue on and patronize a local ice cream shop. The Aide then immediately performed a diagnostic test on the kiosk. Parking Aides were observed striking a positive balance between providing outreach and education, while also performing regulatory duties. This type of ambassadorial approach fosters a welcoming and informed environment for visitors and residents alike, which is truly meaningful in a tourist-supported community like Flagstaff.

## Citations & Adjudication

### Citation Process

Parking Aides reported active adherence to the following citation issuance guidelines:

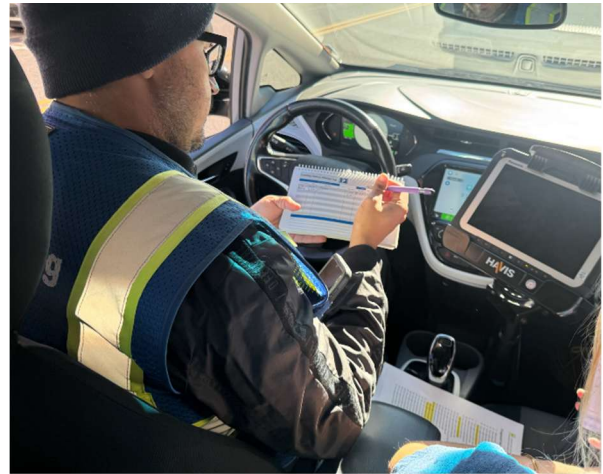
- **Warnings First:** Parking Aides issue a warning prior to issuing a citation, consistent with the approach used for pay-to-park violations.
- **Annual Reset:** Each vehicle is eligible for one warning per year. If no citation is issued within a 12-month period, the warning cycle resets.

During the DIXON site visit, Parking Aides were also observed to be in alignment with ParkFlag SOPs, demonstrating the following steps to issue a citation:

1. **Vehicle Identification:** Enter the vehicle's license plate number and select the state of registration, ensuring all letters and numbers match exactly.
2. **Prior Record Check:** Use the enforcement software to search the license plate for any prior citations or relevant history.
3. **Vehicle Details:** Record the make, model, color, and style (e.g., sedan, truck) of the vehicle.
4. **Violation Selection:** Select the appropriate violation, taking into account the vehicle's history and the circumstances of the infraction.
5. **Location Documentation:** Record the street name and block number where the violation occurred.
6. **Additional Notes:** Enter any relevant information in the "Private Comment" section of the software for accurate back-office tracking.

7. **Photographic Evidence:** Take a minimum of two photos—one of the license plate (temporary or state-issued) and one or more showing the violation and its surroundings. Whenever possible, include legal signage in the photos to support the citation. Clear photos strengthen the evidence and help ensure the citation is upheld.
8. **Verification and Issuance:** Review all entered information for accuracy, make necessary corrections, and print the citation. Include any helpful notations by hand. The citation is then placed on the vehicle—under the windshield wiper for cars, or appropriately on the seat or straps for motorcycles.

**Figure 11. Citation Process**



This systematic approach ensures that Parking Aides enforce regulations fairly while maintaining professionalism, accuracy, and transparency in every interaction.

### **Citation Data Assessment**

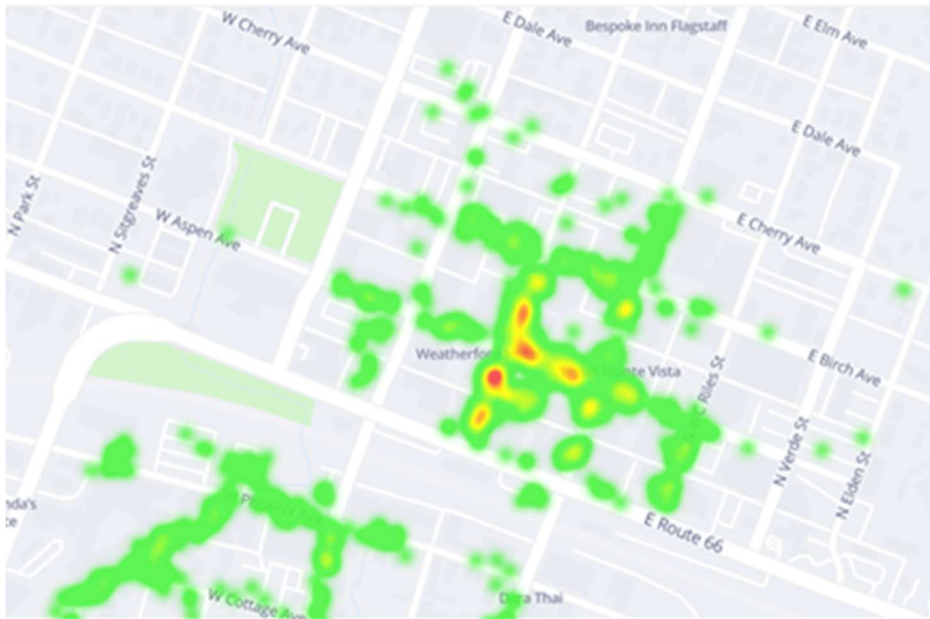
DIXON conducted a high-level assessment of common parking infractions, including a summary breakdown of common infractions to better understand the current enforcement landscape, identify potential gaps in enforcement coverage, and recognize hot spots of enforcement activity. This assessment was conducted using citation reporting provided by the City.

The most frequent citations by violation include:

- Failure to Pay Meter
- Overtime Parking
- Not Parked within Lines/Markings
- Parked Where Signs Prohibit
- Disabled Space Violation

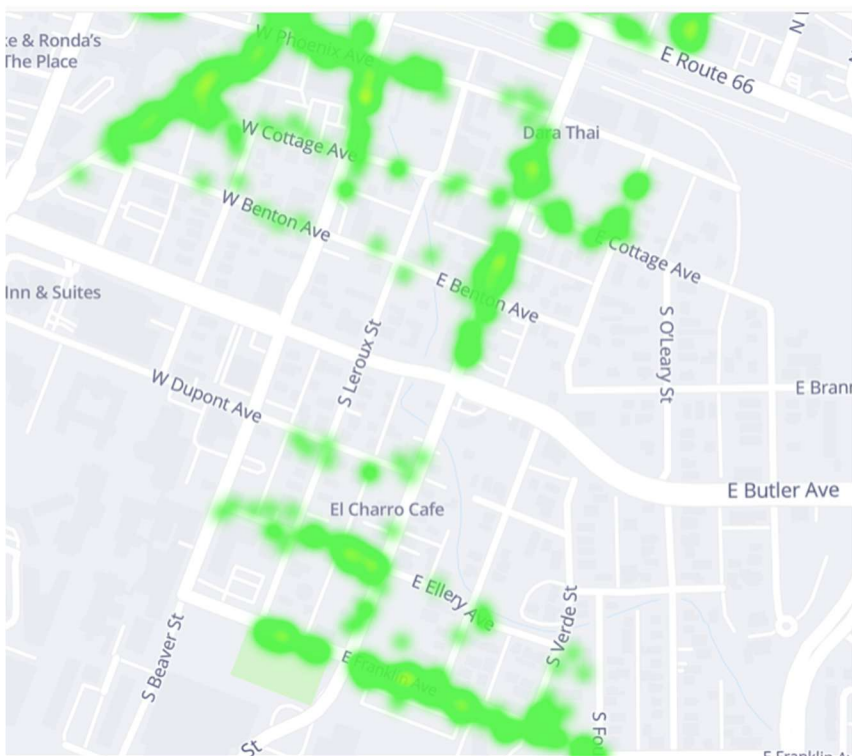
Additionally, the City provided the DIXON team with the following heat maps to analyze citation distribution across the study area.

**Figure 12. Northside Citation Density**



Based on data provided by the City, most citations are issued along the paid parking streets of E Aspen Avenue and N Leroux Street, in the core of Downtown Flagstaff.

**Figure 1513. Southside Citation Density**



The Southside portion of the Study Area receives the highest concentration of parking citations along West Phoenix Avenue, particularly near the Phoenix Avenue parking lots. The area also experiences an increase in citations along East Franklin Avenue, which borders the Northern

Arizona University campus. Both streets are subject to paid parking regulations, operating from 9 a.m. to 5 p.m. Sunday through Thursday, and from 9 a.m. to 8 p.m. on Friday and Saturday.

Overall, the citation heat maps show a relatively even distribution of enforcement activity throughout the study area, closely aligned with paid parking zones. There are no evident gaps in parking enforcement coverage and/or areas of excessive coverage.

## Adjudication

In May 2024, ParkFlag implemented a new citation resolution process that allows 15 days for motorists to resolve citations directly with ParkFlag before cases are referred to Municipal Court. This process change followed a system overhaul that revealed a surplus of unpaid citations accumulated under the prior system. Once referred to Municipal Court, citations enter a lengthy court process that functions similarly to collections.

However, most appeals are resolved administratively by the Lead Parking Aide or ParkFlag Manager. ParkFlag staff reported a lenient approach to handling appeals, when the appellant is engaged, responsive and not a frequent offender or scofflaw.

## ParkFlag Opportunities

The following opportunities for operational, programmatic and policy enhancement have been identified to continue strengthening ParkFlag's guiding principles of **customer service, fairness and transparency, efficiency, sustainability, safety and accessibility, community partnership, and financial responsibility**.

They should be considered a starting point for discussion with ParkFlag and City staff, key partners like the Downtown Business Alliance and the broader community.

During the next phase of the Curbside Management Action Plan, DIXON will work closely with ParkFlag to refine these opportunities into specific, actionable recommendations that include implementation timing, key partners, cost considerations and ongoing operational considerations.

It is important to note that the opportunities included below are just a starting point – grounded in both the written materials provided by City and ParkFlag staff – as well as the December 2025 site visit. Other project tasks still in motion, notably the parking utilization analysis, additional stakeholder outreach (via virtual meetings and an online survey), and technology review, will all highlight additional opportunities that will be included in the draft Curbside Management Action Plan.

## Parking Aide Development, Training and Compensation

ParkFlag's commitment to a customer-first approach is apparent at every level of the organization from management to the front line. Continued investment in supporting the Parking Aides – as key downtown ambassadors – will allow ParkFlag to continue its strong commitment to community service.

- Define Parking Aide coverage routes to ensure consistency across the entire service area.
- Increase consistency and regularity of Southside area time limited parking.

- Conduct a Parking Aide wage evaluation.
- Document updated hiring processes (e.g., expanded interview teams).
- Evaluate the opportunity to provide parking citations by mail or invoice.
- Provide and document regular/ongoing annual training opportunities for Parking Aides.

## **Signage, Wayfinding and Branding**

Signage and wayfinding play an important role in the parking and curbside access experience in any community, however they play an even more important role in a tourism-driven economy like Flagstaff. Investments in signage and wayfinding represent an opportunity to improve clarity, reduce confusion, and enhance overall usability of the ParkFlag system. Opportunities include:

- Extend the ParkFlag brand throughout all auto-directional and destination signage.
- Reduce sign stacking wherever possible with consideration for the use of hoods and/or magnetic covers to conceal seasonal signage.
- Refresh the pay station decals.
- Extend the ParkFlag brand onto pay stations in a consistent way, looking for opportunities to decrease the number of decals.

## **Technology and Equipment**

ParkFlag has invested wisely in technology solutions that both complement and extend the reach of staff. Increased use of existing technology investments and addressing identified service issues will pay dividends for continued program efficacy, including:

- **Expand use of existing Mobile License Plate (LPR):**
  - Implement regular, annual parking utilization data collection – in both peak and non-peak seasons.
  - Increase regular utilization for citation and permit management, especially during shifts where only one Parking Aide is present.
  - Consider using a combination of mobile LPR and transaction data to provide customer-facing parking availability information.
  - Address LPR misreads with the service provider
  - Consider installation of safety cameras on the LPR vehicle
- **Pay Stations**
  - Conduct a Flowbird performance review
  - Develop a marketing and/or promotional plan to increase use of Flowbird Mobile app

## **Accessibility and Infrastructure**

Accessibility and curb infrastructure present opportunities to better support alternative modes of transportation while reducing demand on parking resources and promoting a more equitable Flagstaff. Opportunities to promote accessibility and improve infrastructure include:

- Perform an ADA compliance audit for off-street and on-street public parking assets to ensure compliance with recent Public Right-of-Way Accessibility Guidelines (PROWAG) guidelines.
- Update/refresh ADA stall striping in off-street parking areas.
- Identify opportunities for additional bike racks in underutilized and/or difficult to program areas, including continued consideration of artistic/design elements.
- Position ParkFlag as an active participant and Subject Matter Expert (SME) in conversations about impactful curbside programming, e.g., Parklets. ParkFlag is well-positioned to help ground truth programming assumptions and bring operational lessons learned from other communities to the planning table.

## **Customer Engagement and Education**

To build upon ParkFlag's demonstrable customer service orientation, additional investment in education, including establishment of regular, annual customer touchpoints are recommended:

- Expand ParkFlag's colorful and clever brand work - into signage, special event parking materials, staff apparel and infrastructure decals. This will continue strengthening the differentiation between ParkFlag's service offerings and privately managed, but publicly available, parking.
- Increase public education about the benefits and convenience of using the Flowbird app.
- Implement an annual customer experience survey and include year-over-year ratings in ParkFlag's Annual Report.
- Partner with other City departments to produce a public information campaign detailing the planned Community Enhancements.
- Continue building on ParkFlag's relationship (and proximity!) to the Downtown Business Alliance (DBA), including opportunities for regular written and/or presentation updates to the DBA board and membership.

## **Policy and Program Development**

Thoughtful and continuous evaluation of policies and procedures that reflect industry best practice and align with ParkFlag's mission can continue positioning the organization as a trusted community partner. Opportunities to enhance program development include:

- Conduct a review of the municipal code to ensure alignment with existing parking and curbside management practices, and to prepare for future programming.
- Implement a regular cadence and documented process for parking rate increases, including consideration of more market-based permit pricing, with the flexibility to adjust rates by facility type and geographic area as conditions and demand evolve.
- Actively explore additional opportunities for Shared Parking Agreements that could increase publicly available parking supply without major capital investment.
- Partner with the DBA to promote a fun and positive promotional campaign - with a special focus on seasonal visitors - to help encourage awareness of ParkFlag's free and paid parking options. (e.g., "We Have a Space for You" or "We've Got a Space for That").

- Explore the potential to expand residential parking permits.
- Consider a fee-in-lieu program.
- Explore park-and-ride/roll/scoot options in connection with local partners like Mountain Line, NAU, and the City's sustainability department (especially considering the ongoing work to bring bike/scooter share back to Flagstaff).

## **Curb Management**

Effective curb management can help ParkFlag balance community needs while ensuring that commercial activities have access to the designated curb space required for daily operations.

Recommendations include:

- Partner with the DBA to create a limited term, ad-hoc Curbside User working group – made up of TNC service providers, delivery drivers and commercial delivery drivers – to provide feedback on the efficacy of current curbside regulations and to vet new policy/program decisions.
- Re-establish strategically located 15-minute zones to provide rideshare, food delivery and other non-commercial delivery vehicles with well-defined and consistent curbside access locations.
- Establish a regular cadence for collecting utilization data for special curbside uses, including 15-minute zones and flex commercial loading zones. Utilize this information to implement and/or adjust curbside policy and programs in a data-driven and transparent manner.
- Increase monitoring and enforcement of loading zones, ADA space and drive aisle infractions by TNCs and food delivery services. Consider limiting and/or bypassing warnings for repeat and/or more serious offenders (e.g., those that use ADA spaces).