



## TOWN BOARD STUDY SESSION

Tuesday, October 22, 2019  
5:00 p.m. – 6:40 p.m.  
Rooms 202/203  
4:45 p.m. - Dinner

### AGENDA

- 5:00 p.m. Results of SAFEbuilt Report/Building Division/Building Advisory Committee. (*Director Hunt*)
  
- 5:45 p.m. Downtown Parking Management Plan Phase II Implementation (*continued*). (*Manager Solesbee*)
  
- 6:35 p.m. Trustee & Administrator Comments & Questions.
  
- 6:40 p.m. Future Study Session Agenda Items. (*Board Discussion*)
  
- 6:45 p.m. Adjourn for Town Board Meeting.

Informal discussion among Trustees concerning agenda items or other Town matters may occur before this meeting at approximately 4:30 p.m.

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# Report

To: Honorable Mayor Jirsa  
Board of Trustees

Through: Town Administrator Machalek

From: Randy Hunt, Community Development Director

Date: Oct. 22, 2019

RE: *Results of SAFEbuilt Report / Building Division / Building Advisory  
Committee*

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## **Objective:**

- Review findings in the SAFEBuilt Process Improvement Analysis (Aug. 23, 2019;
- Consider alternative options for Building Division staffing, resources, and customer service delivery for 2020 and beyond (staff proposes two such options);
- Give staff direction on a preferred option, and direct us to undertake the necessary budget and other steps to execute that option.

## **Present Situation:**

The Community Development Department's Building Division has been in a state of ongoing flux since May 2018. From before May last year to the present, we have had four Chief Building Officials (acting or interim), a 100 percent turnover in other division staff, and numerous changes in processes and procedures. During the rest of 2018 and early 2019, these resulted in notable deterioration in service and a lot of dissatisfaction among stakeholders, especially builders and contractors.

The good news: Beginning in winter 2018-2019, the trend in most performance measures has been positive. The Town contracted with SAFEBuilt Colorado starting in February to provide several types of services, including: Plan review services; Chief Building Official services, inspections, and a Process Improvement Analysis. In particular, we have benefitted from a stable personnel environment in building, steady attention to improving processes, including software, and focused attention to customer service.

Staffing need special mention. The following positions and individuals have been brought onboard since November 2018:

- Permit Technician Eris Audette began work in November. Eris has made many process improvements and has brought customer service to a new, elevated level in Building. Eris is a Town staff member
- Our current Chief Building Official, Gary Rusu, began in May 2019. Gary has many years of experience in public-sector building environment and has brought calm stability to the division and its work. Gary is a contract employee with SAFEBuilt.

The Building Advisory Committee has continued to meet throughout 2019 – at first weekly, then biweekly, and beginning in October, monthly. The BAC is a subgroup of the Estes

Valley Contractors Association and consist of approximately a half-dozen or more individuals from the building and design communities. They have given inestimable advice and feedback to the Town in restructuring and improving the Building Division, in matters large and small.

During the first half of 2019, several Town Board Study Sessions, regular meetings, and at least one special meeting in February 2019, staff provided reports on ongoing changes in Building. Most of those meetings also featured public comment from affected stakeholders – in fact, the Feb. 2019 special meeting was almost entirely devoted to a listening session on this topic.

Staff can now report the following results:

- The SAFEBuilt Process Improvement Analysis report (attached) was completed on August 23, 2019. Some of the processes are already implemented. Others are discussed below.
- Since July 2019, Building division staffing has been thin on the ground, but stable. We currently have 2.5 staff members (including Gary as a contract staff person) in the office. Up to five or six additional plan reviewers are processing building plans for the Town (and other jurisdictions) remotely. At this writing, we expect a SAFEBuilt contract building inspector to begin work on Mon., Oct. 21; that person's primary responsibilities include Vacation Home Life Safety Survey (VHLSS) inspections.
- Except for one approx. two-week period in July, we have met the targets for building plan review turnaround time that Town Board set in January 2019. The primary yardsticks were response with review comments by 10 business days from submittal (residential plans) and 20 business days (commercial and other plans). This includes SAFEBuilt staff review times and also our internal and external agency reviewers.
- Clients and stakeholders are reporting much higher levels of satisfaction with specific plans and projects and with Building Division services overall. The BAC and the Contractors Association have been hearing feedback and providing summary information to staff. There are occasional exceptions, but in general the feedback has been positive on changes since February.

**Proposal:**

The Process Improvement Analysis contains numerous specific areas for improvement, but essentially they come down to a few broad areas:

- Improvement in workflow, including avoiding redundant steps and low value-added elements;
- Special attention to automation and software;
- Improve communications, both amount and timeliness;
- Focus on customer service;
- Establish and pay heed to quality assurance and feedback.

The Analysis has an Executive Summary at the front, but the report itself is not long and bears reading in full.

Staff concurs with the report's conclusions.

Implementing the recommendations brings us to discussion about staffing and resource allocation in Building Division. In a nutshell, we have two choices:

- Continue with an “in-house” model, similar to other Town departments and divisions, in which we would hire Town staff to fill currently vacant positions and allocate resources to support that model, including implementing a full software process solution;
- Follow a contract-for-services model, which entails hiring an external firm to perform many Building Division services, including plan review, inspections, record management, and code interpretation, and certain management and communications functions. This model also entails fiscal commitments that dovetail with current fees.

*“In-House” Option:*

Under this scenario, the Town would hire a new Chief Building Official in early 2020, along with a Combination Building Inspector and likely a Residential Plans Examiner. The Permit Technician position would be retained. In staffing, this would be identical to the model that existed for a good many years until 2018.

Automated processes would continue to be built on an as-needed basis. Good progress has already been made with the Laserfiche document-management system in the Building Division. For example, scheduling regular (non-VH) inspections via a Laserfiche form was implemented approx. six weeks ago and is working well, replacing an old-fashioned telephone voicemail scheduling setup. Laserfiche can help with resolving a number of the inefficiencies in the Analysis. However, each Laserfiche solution will likely require customizing the software. Automating miscellaneous permit processing via Laserfiche went live in the summer and is working well, but a significant amount of programming effort was needed.

Communications with this option would not necessarily be better or worse in the area of plan submittal, inspection performance, inspection scheduling, permit issuance and TCO/CO finalization, or standard Q&A services. Much of this work (except inspections) would be performed by the Permit Technician, a position which staff recommends be retained in-house regardless of other options. Plan reviews is one area where communications may be marginally better with a fully -in-house staff. Most or all contract models would entail plan reviews being done remotely. There is an advantage, more so in second-round or later plan resubmittals, in having a staff member physically present to discuss options or answer questions about plan contents.

Customer service is not likely to be any different, except for the plan-review advantage noted above. Possibly the major potential difference in service could come from having the same CBO or same inspector in the office or on the site, day in and day out, year in and year out. However, this advantage can be reduced if an external contract provides for the same personnel from the contracting agency assigned to the Town.

Another customer-service factor would be personnel who know the Town and its people. Living locally helps provide this. However, there is no guarantee that even in-house staff

will be able or willing to live in Estes Park. Less than half of Community Development staff at this time are Estes Valley residents.

Along the same lines, it needs to be noted that hiring in Building Division has proven to be difficult. Two full-bore attempts to hire a staff Chief Building Official in the past 12 months have resulted in two failed searches (including one with only two applicants.) Hiring building staff everywhere is difficult in the early 21<sup>st</sup> Century. Experience is critical, and individuals with the necessary credentials are baby boomers, with many retiring and others looking at it in a few years.

There is no intrinsic advantage or disadvantage in the quality assurance area to having in-house staff versus a contract arrangement. It can be argued that in-house staff are more directly accountable for job performance, or that inefficient processes can be corrected more easily if they are under direct Town management. In practice, changing these elements always turns out to be easier said than done.

#### *Contract Option:*

Most or all of the merits or demerits listed under the in-house option apply conversely for the contract model. A few additional points:

- A Town contract for Building Division services, at least initially, is best executed for one year. There is some risk that we could see an annual change in firms that we contract with for various reasons, including cost escalation, performance concerns, community disenchantment, or going out of business, to name a few. There is also a risk factor to locking in a longer contract, even if we include the standard contingency that budget appropriation must be approved each year. Staff would suggest a reasonable middle course under a contract option is to start with one year, assess performance and value added, then consider a longer term. Past and current performance is the best predictor of future outcomes. (This is also true for in-house staffing; it is one reason we always check references.)
- A large firm can bring one element to the table that is almost impossible to replicate in-house for a town our size: namely, depth. A firm with six or eight plan reviewers can stage workload and meet deadlines during a crunch that would be hard to do with one or two staff doing the same work. There is also the simplest depth measure of all to consider for a small division like Building: If one staff member is out sick, at continuing education, or similar, who does the work? A larger firm has resources for this purpose that the Town does not.
- As noted, a contract model should not have 100 percent of Division staff under external employ. Staff strongly recommends that the Permit Tech always be a member of Town staff. This is also supported by our contractors in BAC and the Association. If nothing else, this give key the Division direct accountability to Town administration and the community.

#### *Budget considerations:*

The 2020 Budget proposed in Community Development and recommended by the Town Administrator has, of necessity, been built around the in-house model. The simple reason is that we already knew in June through September, when budgets were in review, just what staff and resources would cost for the Building Division (as much as we ever know for sure, anyway.) Until Sep. 30, when a quote was received from SAFEBuilt for a 2020

contract, we had no firm figures for that option. Moreover, picking an option is Town Board's policy prerogative, with the Oct. 22 Study Session having been set some time ago.

With that said, some budget comparisons are appropriate. The following are estimated figures, intended to give a general comparative sense of the two options' fiscal pluses and minuses in fiscal year 2020:

*In-House:*

Revenues = \$333,000  
Expenditures = \$818,908

*Contract (SAFEBuilt):*

Revenues = \$86,000 [net, based on SAFEBuilt retention @ 82 percent of fees]  
Expenditures = \$170,577 [based on 1.5 FTE staff salary + benefits]

[Note: SAFEBuilt and the Town's Finance Dept. used somewhat different methods to project permit revenues in 2020. Our Finance Dept.-estimated revenues in particular are projected quite conservatively. Fee-based revenue streams are always harder to predict from year to year, so all the ratios herein should be considered with due caution.]

I should note that we have a proposal and quote from SAFEBuilt (attached), but not a draft contract as yet. Staff will be looking for a not-to-exceed 82 percent of *actual* fees as a locked-in contractual section in 2020, if we choose to go this route.

For actual budget procedure in late 2019 and early 2020, Finance Director Hudson has advised that opting for the contract model will involve a budget amendment, as it is too late in the cycle to incorporate meaningful recommendations for significant changes in Community Development's budget. Based on the preceding estimates, staff suggests that adopting the in-house budget as currently proposed will likely provide enough funding to accommodate either option, with the possibility that the contract option could provide some savings. The "due caution" fiscal warning bears repeating here. Staff expects that if the contract option is preferred, we will be able to bring a budget amendment in time to have those services begin January 2, 2020. At worst there may be a small delay to allow for contract execution and administrative details.

*Staff Recommendation:*

Staff is comfortable recommending a contract with SAFEBuilt for 2020. Our reasons are:

- "Past and current performance is the best predictor of future outcomes." Staff believes SAFEBuilt has performed up to expectations in the past eight months. This view is supported by BAC and the Contractors group.
- The fiscal projections seem to indicate a more favorable balance than under the in-house scenario. Estimated (revenues – expenditures) indicates around \$84K net deficiency under the contract model; the corresponding deficiency under the in-house model is \$486K. (Again, permit-fee revenue projections are notoriously hard to nail down, so these fiscal aspects should be approached with great caution.)
- SAFEBuilt has the necessary depth and expertise to provide the stated services timely and effectively, based on their record with us since May.

- Staff has also met with and spoken with other northern Colorado municipalities who have been using SAFEBuilt under similar scenarios to ours. In particular, Town Administrator Machalek and I spent a July afternoon in Timnath meeting with their Town Manager and Community Development Director on their experience with the company over the past seven years. Timnath's population is similar to Estes Park's (and growing rapidly, along with commercial activity). Timnath is very pleased with their experience and reported virtually no negatives.
- A one-year contract offers the opportunity to assess our experience and obtain quality-assurance feedback from stakeholders. If SAFEBuilt should not live up to expectations, we will have the option during next year's budget cycle to reassess and go in a different direction.
- There are other firms that offer similar contractual services to SAFEBuilt. The Town has had experience with other building-services providers in the recent past. Those have not necessarily met our expectations. No doubt other firms can perform as well, perhaps better, than SAFEBuilt; however, in this case we do have a known quantity with a proven (albeit brief) history.

**Advantages:**

- Please see preceding bullet-point list.

**Disadvantages:**

- None identified to date. Precise attention will be needed to budget and performance during 2020.

**Action Recommended:**

Study-session verbal direction on proceeding with one of the two options is needed. Staff recommends a one-year contract with SAFEBuilt for 2020, aligned with the attached proposal / quote.

**Finance/Resource Impact:**

*N/A at this time. A specific budget will need to be adopted via the amendment process if the contract option is chosen.*

**Level of Public Interest:**

Interest among contractors and builders has been high, regarding future direction in Building Division overall and specifically in the in-house vs. contract choice. Please see attached letters from the BAC and the Contractors Association.

**Attachments:**

1. SAFEBuilt Process Improvement - Estes Park Findings Final 8.23.19
2. SAFEbuilt Proposal for Estes Park - Sept 30 2019 – Final
3. RE\_ SAFEbuilt Proposal to Estes Park - [rhunt@estes.org](mailto:rhunt@estes.org) (email) – Oct. 10, 2019
4. BAC: BOARD LETTER #2 – Sep. 20, 2019
5. Contractors Association: MEETING MINUTES #3 – Oct. 2, 2019



# ESTES PARK, COLORADO

Process Improvement Analysis



SAFE**built**.<sup>✓</sup><sup>®</sup>

# I. EXECUTIVE SUMMARY

Randy Hunt  
Community Development Director  
170 MacGregor Ave  
Estes Park, CO 80517

Dear Mr. Hunt,

Thank you for taking the time to review this report. As a community grows and evolves, a successful and efficient building department can make all the difference. Supporting a thriving city requires consistent, but adaptive processes to provide building services to its citizens.

One of SAFEbuilt's core values is *Improvement*; we aim to continuously review and improve all the services we provide, whether that is through introducing a new technology or updating processes.

We have conducted a thorough review of the existing permitting process for the Building Department of the Town of Estes Park. We reviewed processes by shadowing and holding interviews with the staff. The recommendations that follow in this report are based on our findings and SAFEbuilt best practices.

We recommend the following:

- ✓ Improve efficiencies with technology
- ✓ Establish a framework for repeatable & reproducible processes
- ✓ Improve communications
- ✓ Develop customer service standards

We understand these are recommendations for your consideration. At this time, some suggestions may not be the best fit for Estes Park; however, we look forward to working with you to discover your priorities to find the best solutions for your short and long-term goals. We hope to help you achieve these improvements and bring these best practices to life. Thank you for your participation in the review of our discoveries.

Respectfully,

Tom Klein  
Chief Revenue Officer  
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## II. CURRENT STATE PROCESS

### A. Current State Permitting Process

Clear and concise department processes are essential to promote a strong and safe community through adherence to codes and regulations. Those processes include Intake, Plan Review, Permit Issuance, Inspections, and Permit Closeout. The current permitting process relies heavily on manual input, requiring repetition of steps and reproduction of efforts. SAFEbuilt shadowed and interviewed staff to define the existing process, detailing the path a project takes to be routed to completion. Each primary step is further broken down to include systems and their stakeholders. Applications are routed to Residential, Commercial and Miscellaneous permit types, they each follow the same general process; however, there are differences in the various steps and subprocesses due to construction methods and code specifics. For reference purposes, Residential permitting was used in the examples given in this report, as they concisely cover the full range of procedure steps (See Appendix B).

#### **INTAKE:**

Generally, applicants submit permit applications in person at the office of the building department. Smaller projects can also be submitted by mail or email.

The intake of a permit application begins with an address verification by a Permit Technician to ensure that the address is valid, and the property is located within the Town's jurisdiction. This verification includes a check of the County Assessor records, development plans, and the *Address Map Book* (older properties without development plans are documented in a property atlas of the Town). Once the address is validated, the submittal package is checked for completeness to ensure all necessary documentation has been included with the application.

The information from the application is then entered into multiple tracking systems by Permit Tech. This portion of data entry is completed in stages due to the extent of manual entry and the different systems used to input and track an application. Permit data is recorded in PT Win, the official permitting system of Estes Park (See Software Below). The Permit Tech then assesses plan review and permit fees in PT Win based on the project valuation and permit type. The review fee is paid by the applicant and is given a handwritten receipt.

Next, the Permit Tech disassembles and scans all the submittal documentation into digital format. The digital documents are then organized and renamed in a standard naming convention. The Permit Tech then creates an *Electronic Address Folder* on the jurisdiction's network and saves the project documentation. The hard copy from the original submittal, is routed for plan review once the documents have been reassembled.

The permit information is also logged into an Excel worksheet, by the Permit Tech to track the permit through the review process. The Permit Tech then validates the contractor license of the general contractor listed on the permit application. Contractor licensing is tracked in an Access database and is continuously updated to ensure contractor information is up to date and all renewal fees are paid.

Finally, the permit submittal is distributed for plan review by sending out emails with the electronic documents to each reviewing department. Depending on the scope of the project, this may include Planning; Light, Power, and Water; Public Works; Fire Department; County Health Department; Sanitation; and Building. The original paper submittal is routed to the building plans examiner for the permit plan review. Distribution is tracked by saving the sent emails and entering the date of delivery into the Excel permit log.

**Suggestions:**

- Clearly define required documentation for submittals based on permit type, so applicants are prepared to apply for a permit (simple checklist by permit type to post online and have hard copies in the office)
- Verify all licensing and documentation before entering permit information into PT Win. This will reduce double entry due to missing information.
- Create a google sheet or some other shared log to track all information in one place (link each project to shared document folder). This will prevent losing project information by email or missing steps in duplication of excel logs.
- Request that contractors submit one hard copy and one electronic set of plans to save time on scanning

**PLAN REVIEW:**

Multiple departments review a submittal for compliance with local codes and ordinances; however, it falls on the Building Department to manage the collection of all review data and track the permit through the process using email and excel logs.

At the initiation of the plan review, the building plans examiner logs the date they receive the submittal for review. The Plan Review team tracks their plan review information dates in a separate Excel file. When corrections are required to a submittal, a comment letter is generated by the plans examiner and emailed to the applicant. A copy of the letter is stored in the *Electronic Address Folder* with the plan review tracking excel log that includes the date of the initial review and the date comments were sent out. Once a revised plan submittal is corrected and resubmitted to the department, the log-in process commences from the beginning and follows the previous steps for re-review.

At the completion of a plan review and approval of a permit, the plans examiner compiles the “field” set of construction documents and plans. This entails stamping the approved hard copy drawings, scanning them to the “Electronic Address Folder”, printing a reduced sized set for the hard copy file, and creating a general comment sheet for the project. The comment sheet is also saved in the *Electronic Address Folder* and a printed hard copy is placed in the permit folder. The permit log is updated with the plan review approval date and the application is routed back to the Permit Technician for issuance.

**Suggestions:**

- Create a standard process for electronic storage of permit documentation to remove duplication of storing hard copy sets
- Request an electronic set of plans from contractor to minimize time and cost of scanning and printing

- Rapid Review: provide a block of time on a reoccurring schedule for a “Rapid Review” service for small, “over the counter” projects (decks, basement finish, minor interior remodel, etc.)
- Set a standard review turnaround time for all departments to provide a consistent service for the community

### **PERMIT ISSUANCE:**

Without a full-service permitting system, it falls to department staff to manually track down the results of all other reviewing departments. Once the building plan review is complete, the Permit Technician collects the results from the reviewing parties via email. The Permit Tech then updates PT Win, the plan review tracking excel log, and the Electronic Address Folder with review dates by each department, comments, approvals, and conditions of approval. Project valuation is verified, and the permit fees are calculated in PT Win. A paper permit card is filled out by hand. The applicant is then notified by email that the permit is ready to be issued.

When the applicant pays the permit fees to the department, the permit is issued. The logs are updated with the permit issuance and expiration dates. There is no method to notify staff when a permit is about to expire or is expired. It falls to department staff to track expiration dates manually using the Excel permit logs. After the permit is issued, staff takes the payment and a copy of the permit application to the Finance department.

Finance returns an “Approved” stamped copy of the application to Building which is then scanned and saved in both electronic and hard copy files. The date that Finance approves the application is entered in PT Win as a “Decision Date”. This date is used for monthly reporting purposes. The paper/hardcopy permit folder is then moved to the “Active Projects” filing cabinet where it resides for the duration of the project.

### **Suggestions:**

- Create a fillable permit card pdf form to store electronically and print to give to applicant
- Highlight required inspections on permit card or cross off unnecessary inspections before issuance

### **INSPECTION:**

Once the permit has been issued, the project progresses to the construction and inspection phase of the process. Field inspections of the different components that make up a structure take place throughout the construction process. Required inspections are listed on the permit card that is issued to the applicant. It is the contractor’s responsibility to schedule the necessary inspections in the appropriate phase of construction. Inspections are scheduled by calling into an “inspection line” and leaving a voice message requesting an inspection. Next-day inspection requests are honored if the request has been made by 4:00pm in the afternoon, requests made after 4:00pm will be scheduled the day following. The voice messages are sent as audio files to the Inspector’s email where the requests are listened to and written down on an Inspection Record Form. Due to the quality of phone service in the area there are times when the messages cannot be understood, and the inspection request cannot be scheduled. Once all the inspection requests have been received, the Inspector creates a route sheet that lists all the inspections for the following day. The route sheet is a Word document where the inspector manually enters

each inspection request, location, status, etc., each day. A copy of the route sheet is emailed to the rest of the department staff for reference each morning. Once the route sheet is complete the Inspector must look through the address files for each permit that has an inspection called in for the day to familiarize themselves with the project and check the status of previous and outstanding inspections.

After a field inspection is completed, the department copy of the Inspection Record form is brought back to the office and saved in the permit file. The Inspector then creates the Daily Inspection Log and enters the results for each inspection performed that day as well as updates PT Win. The Daily Inspection Log is also used to track the day-to-day operations of the Inspector, including the arrival time and duration for each inspection.

**Suggestions:**

- Utilize a single log system to track inspections
- Inspection request form (on website) – great addition to website, make sure to communicate to applicants at permit issuance where they can find the inspection request form
- Route inspections with Google Maps and print route, until a better system can be implemented

**PERMIT CLOSEOUT:**

When a project nears completion, applicants are required to notify the Building Department two weeks prior to scheduling their final inspections. The Permit Technician provides the applicant a list of contacts from the various departments that require an approval of a final inspection to release the Certificate of Occupancy (CO). The CO requests are logged in a separate Excel file by the Permit Tech. When appropriate, the applicant calls each department to schedule their final inspections.

Once final inspections are completed and approved, the permit card is brought back to the office by the Inspector performing the final inspection. Results from other departments are also gathered and emailed into the Building Department. The Permit Tech compares the information on the permit card to the data in PT Win to ensure the records match. The Permit Tech is then tasked with updating the logs and PT Win with the results and following up with the other departments if there are any outstanding inspections. If there are conditional approvals from any of the inspecting departments, the Permit Tech notes what the conditions are and includes the comments on the Certificate of Occupancy.

After the final inspection, the Building Staff collects business license affidavits for each contractor and subcontractor that worked on the project. These affidavits are required prior to issuing the Certificate of Occupancy and are turned in to the Clerk's office. In the past, these affidavits would hold up the issuance of a CO if they were not turned in, but currently a copy is just retained with the permit record. The affidavits of all third-party and special inspection reports are also due. These reports include all engineering observations, setback certifications, grading certificates, and any other "Special Inspections" that were performed during the construction of the project. These documents are scanned and saved in the Electronic Address Folder as well as the hard copy permit file.

After all documentation has been checked and all inspections approved, the Certificate of Occupancy is created. The CO is a Word template that Building Staff fills out with the pertinent permit data and is signed by the Chief Building Official. The CO is emailed to the applicant, saved in the electronic address file, saved in the hard copy file, and a copy saved in a separate file for monthly reporting purposes.

Once the Certificate of Occupancy has been generated and saved, the permit is closed out. The permit folder is pulled from the “Active Projects” file, stamped as closed, and filed in record storage. Each log is then updated with the close date in each tracking systems.

**Suggestions:**

- Track all logs in one shared excel file, google sheet, etc. with multiple tabs. Transfer intake log information to plan review tab, to permit issuance, to inspection, to Certificate of Occupancy tab. This will remove the redundancy of logging the same information in each excel file and will also provide some basic reporting capabilities about the number and type of permits in any give step. This will also give the Building Department visibility into each step of the permitting process.
- Collect all business license information during the intake process and then confirm the information is still valid before releasing CO – this will eliminate the duplication of license gathering and scanning at both ends of the permitting process
- Satisfaction Survey – implementation of comment cards or a survey would provide regular feedback from the community on how the department is performing and may shed light on areas in need of improvement
- Create a standard process for electronic storage of permit documentation to remove duplication of storing hard copy sets

**B. Current State Permitting & Plan Review Software:**

There are several systems and softwares used throughout the permitting process in the Estes Park Building Department. PT Win, Microsoft Excel, Microsoft Access, and Laserfiche are the primary systems in place. PT Win is an outdated permitting system that is currently used to log permit applications, generate the permit tracking ID, and assess fees. PT Win does not have workflow functionality or a method for tracking applications through the permitting process. PT Win is no longer supported as a system and is not a viable platform to continue to use in the future.

The primary software used to track permit data is Microsoft Excel. There are currently three spreadsheets that are used to track a single permit through the permitting process from application to closeout. The excel *Permit Log* is primarily maintained by the Permit Technician and is used as a tracking method for submittal, plan review/ approval, permit issuance, and closeout dates. This also includes entering information from all other departments involved with the permitting process. Another log is used by the Plans Examiner to track the timing of when a review is received, when comments are sent out, corrections received, and date of building review approval. Inspections are tracked in the same format by the Building Inspector. The Inspector creates a daily inspection log with the inspections for each day. The inspection results are entered at the end of the day with the status of the inspection result and any

associated comments. Microsoft Access is the system of record used to maintain and track Contractor Licenses. A new tracking system (Laserfiche) is currently being implemented by Town staff. Laserfiche is a document management software that also has workflow functionality. At this time, the “Miscellaneous” permit is the only record type that has been implemented in Laserfiche.

The Town of Estes Park does not currently use a software program for plan review. All plan reviews that are completed in the department are in hardcopy/paper format and not in a digital media.

While the overall permitting process in the Town of Estes Park follows a standard workflow, the lack of technology and a single permitting system greatly hinders efficiency and the timing it takes to issue a building permit. The inability to track permits in a single system of record leaves room for error and inaccurate record management. The numerous tracking methods creates a lot of confusion and requires a heavy amount of manual entry and duplication of work. The staff does a great job keeping logs and systems up to date, but the tedious and repetitive nature of updating the logs can take a lot of time. With the constant interruptions of applicants entering the office and answering phone calls and emails, it would be easy to make a mistake or miss a step in the process. Best practices of an automated permitting system with custom workflows would greatly improve the efficiency of the permitting process.

While Laserfiche does have workflow processing and tracking capabilities, it is not a true permitting system and does not have the full functionality that can be expected in a system specifically designed for this industry. If properly set up, Laserfiche can be a very useful tool for document management and can be integrated into other permitting systems.

## **III. Recommendations**

### **A. Quick Wins:**

#### **Intake:**

Clearly define required documentation based on permit type, so applicants are prepared with a complete package with they arrive at the department to apply for a permit. Verify all licensing and documentation before entering permit information into PT Win, this will reduce double entry due to missing information. Create a google sheet or some other shared log to track all information in one place (link each project to shared document folder, if possible). This will prevent losing project information by email or missing steps in duplication of excel logs. Request an electronic set of plans from contractor to minimize time and cost of scanning and printing

#### **Plan Review:**

Create a standard operating procedure for electronic storage of permit documentation to remove duplication of storing hard copy files. Set a standard review turnaround time for all departments to provide a consistent service for the community. Provide a block of time on a reoccurring schedule for a “Rapid Review” service for small, “over the counter” projects (decks, basement



finish, minor interior remodel, etc.). This is a service that community members will love and will speed up construction on smaller project.

#### Permit Issuance:

Create a fillable permit card pdf form to store electronically and print to give to applicant, instead of filling it out by hand and then scanning it and filing it. Highlight required inspections on permit card or cross off unnecessary inspections before issuance – reduces the number of incorrect inspection requests.

#### Inspections:

Inspection request form – great addition to the website, make sure to communicate to applicants at permit issuance where they can find the inspection request form. Route inspections with Google Maps and print route to provide efficient routing from inspection to inspection.

#### Permit Closeout:

Track all logs in one shared file with multiple tabs. Transfer intake log information to other tabs - removes redundancy of logging the same information in each excel file & provides basic reporting capabilities. Collect all business license information during the intake process and confirm information is still valid before releasing CO - reduces duplication of license verification. Implement comment cards or a survey to provide regular feedback from the community on how the department is performing, this could shed light on areas in need of improvement. Create a standard process for electronic storage of permit documentation to remove duplication of storing hard copy sets.

## **B. Long Term Efficiencies:**

### **Improve efficiencies with technology:**

After reviewing all the functions of the Estes Park Building Department, the greatest area of improvement that is needed is in the tracking and processing of a permit through the building process. Staff does an amazing job working with the current systems in place and have taken strides to improve and update the application process. A full-service permitting system with online capabilities would greatly increase department efficiency, transparency, and customer satisfaction. The ability to have a workflow process that interacts with all parties involved in the permitting process allows each department to update and track a permit through the review. Each reviewing department can update the permit record with review or inspection statuses leaving Building staff free to focus on other duties.

Creating a standardized workflow in the system of record also allows customers to understand the steps to receiving a permit and reduces inquires of where an application is in the review process. Many permitting systems have electronic plan review functionality which also helps the overall timing of a plan review. Instead of routing copies of plans to different departments for review, each department can login to the system and review the electronic files concurrently, which allows for a faster turnaround time. In addition to electronic document review, online permit submittal is also a functionality that can greatly increase efficiency. With a permitting system that allows for online submittals, customers can submit, pay, and have a permit issued without ever having to leave their office. This functionality has been widely accepted by the construction community and is the preferred method for submitting most over the counter type

of permits. Another advantage of a complete permitting system is in the assessment of permit fees. When fees are manually assessed there is always room error. Having fee schedules set up in a permitting system depending on permit type allows for staff to confidently assess correct permit fees on each permit.

The ability to submit permit applications and schedule inspections through an online permitting portal would provide applicants transparency to the overall process. Customers could view where an application is in each step of the permitting process, which would limit the number of phone calls for status updates. A permitting portal combined with the use of technology to result inspections in the field would provide real time results to the applicants, making construction run smoother and faster.

A robust permitting system and cloud-based document storage would greatly improve record requests and document retention. With the current filing system of records, the staff is tasked with looking through the various filing cabinets and folders until the appropriate historical document can be found.

The ability to pull reports or follow up on permits that may be close to expiring is not available with the current systems used. Most permitting systems have the ability to run custom reporting from any data gathered in the system. The ability to run basic reporting would be beneficial for managing a building department. Reviewing trends of inspections per month, inspections performed by trade, and plan review turnaround times can give great insight to how efficient your department is operating as well as shed light on the current staffing levels. These Key Performance Indicators are advantageous to running a smooth and consistent department (See Appendix A). Permitting systems have workflow capabilities that can send automatic notifications to applicants as their permit is nearing expiration. After the permit has reached its expiration date, it will move the permit to an “expired repository,” where the permit can be reopened after the appropriate fees are paid. This reduces double entry of permit information, manually notifying clients of permit expiration dates, and eases finding a specific expired permit to reopen.

The ability to schedule, route, and result inspections in one location can not only increase efficiency, it also reduces the amount of paper products used daily. Most permitting systems with field use components can instantly send email inspection results to the applicant without having to leave correction lists on site. This allows contractors to receive real time data on their requested inspection(s) and plan their schedules accordingly. The use of field technology allows inspectors to pull up approved plans on their electronic devices. This makes walking around a construction site much easier and safer when you do not have to carry around large plans.

One other area of recommendation that ties in with a permitting system is document management. Currently there are several locations and formats that historic permit records are archived. Digitizing historic records can be a large task but the outcome of having the data in one location greatly benefits staff and the community. Having the ability to look up permit records in a single location decreases the time to find a record and can also expedite records requests from the public. Digitizing records also reduces storage space which can help free up space for other uses in the department.

### **Build Framework for Processes:**

Creating a repeatable and reproducible process ensures a consistent result no matter the individual performing the duties. Using industry best practices helps customers and contractors receive a high level of service. Creating Standard Operating Procedures leads to consistent levels of service for your customers and clearly defines roles for staff. It also eliminates wasted efforts on redundant activities.

Producing customer facing SOPs provides instructions on how to submit a complete permit package. This will provide customers with the appropriate information to ensure smooth application processing. Providing customer education with use of building guides will educate new builders as what inspectors are looking for to meet final approval. This is a win-win by reducing frustration for the customers and less rework for the Estes Park staff.

### **Improve Communications:**

Implementation of technology will assist communications with applicants and other departments. Gathering information in a primary location will substantially improve transparency between departments and reduce efforts in gather pertinent information by emails. Online portals will give applicant the ability to check statuses of permits without picking up the phone, which reduces the amount of distractions in the office.

The current department website appears to contain outdated content and fragmented navigation. This leads to customer confusion and unnecessary calls or trips to the building department for clarification. This reduces customer confidence. Regularly updating content and improving ease of navigation to forms and documents is a way to ensure the public has access to the latest department news and changes.

### **Establish Customer Service Standards:**

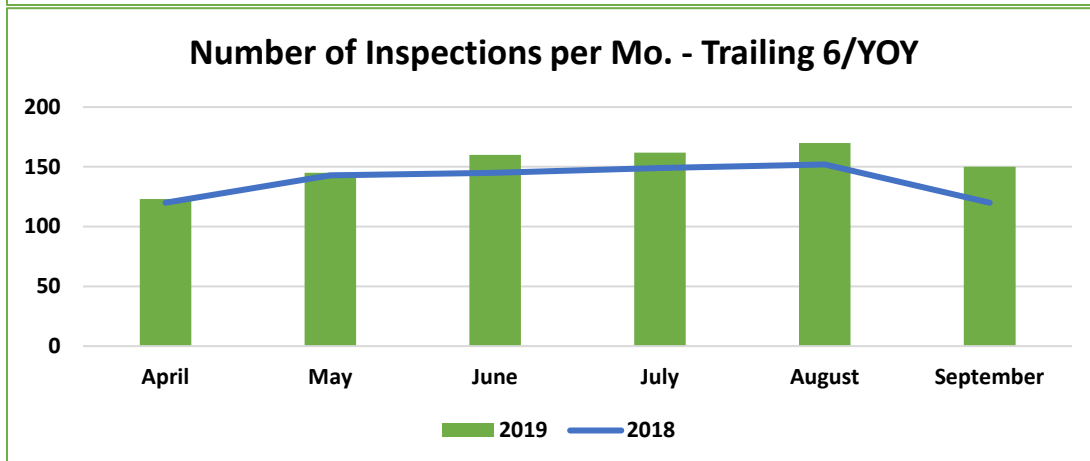
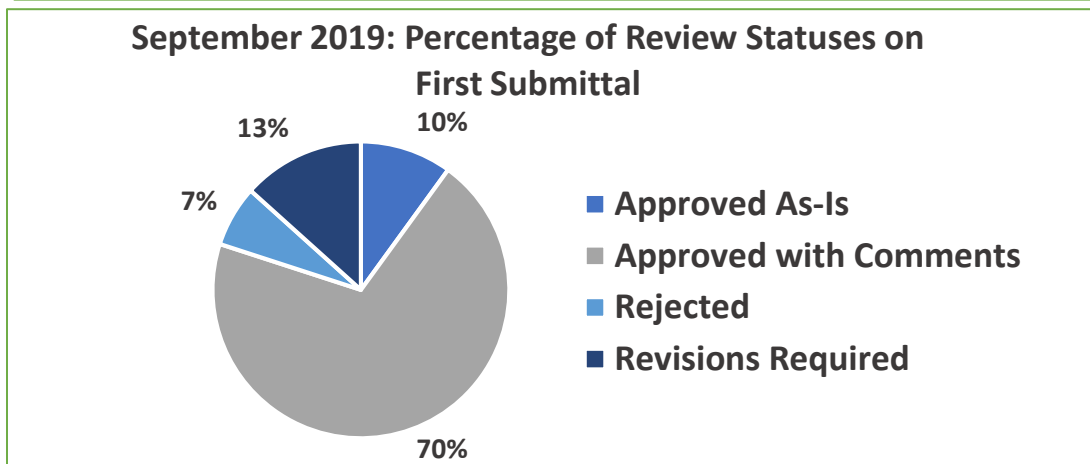
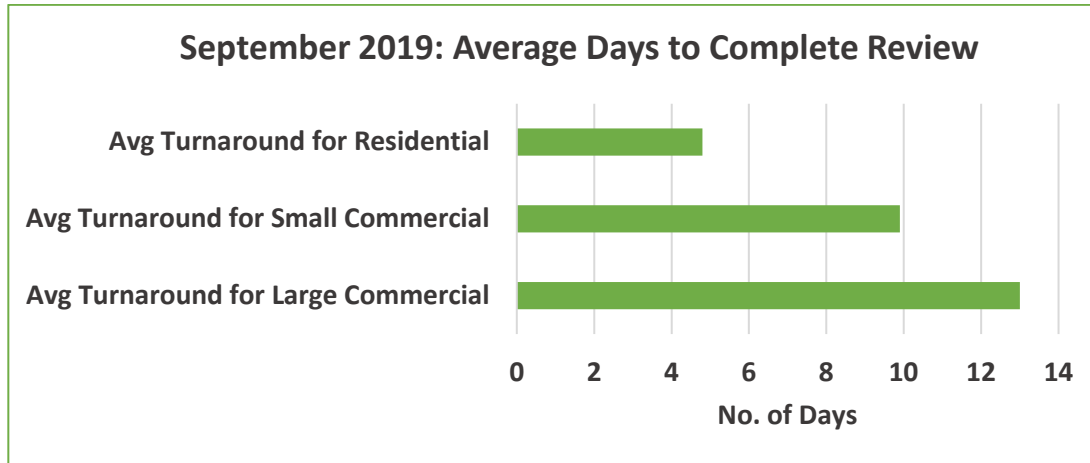
Setting deadlines for plan review turn around for all departments can drastically improve customer satisfaction. Establishing standard levels of service, and clearly stating the timelines for all permit types will level set expectations of staff and customers. This reduces contractor and applicant frustration and will improve relationships with customers.

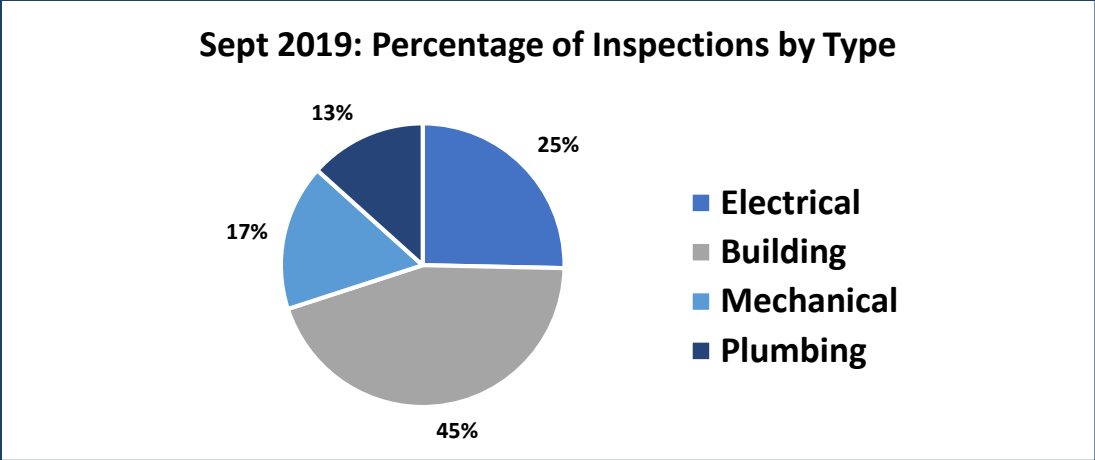
### **Implement Quality Assurance program:**

After establishing best practices, it is important to have regular follow-ups that staff is following new processes. Shadowing staff regularly will ensure standards are being met and your department is providing the best level of service for customers.

# IV. Appendix

## A. KPI EXAMPLES





**B. Permit System Capabilities**

**Flexibility:**

- Customized Workflow and Record Types
- Detailed Inspection Lists per Records Type
- User Defined Processes
- Ability to share information across internal users and customer portals
- Web & App based mobility

**Automation:**

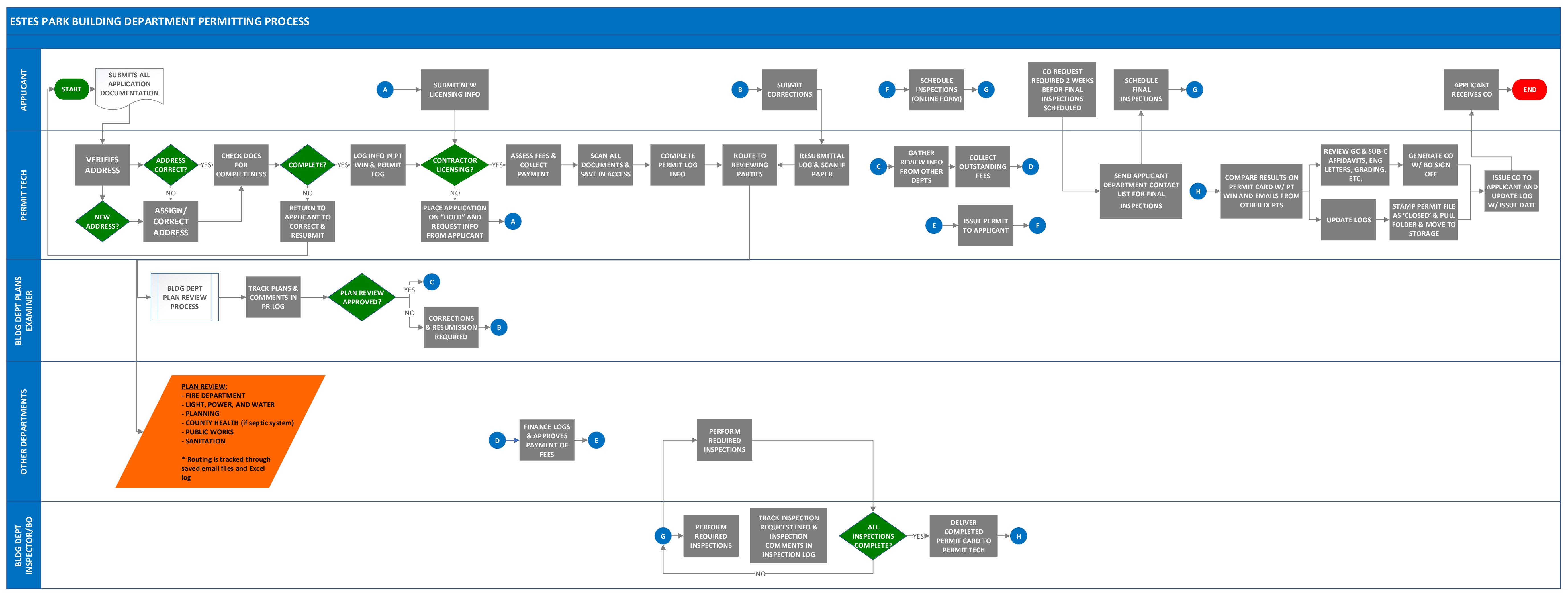
- Automated Forms
- Workflow Controls
- Inspection Milestones
- Inspection Result Emails
- Fee Assessment
- Inspection Routing
- Pay fees online

**Reporting:**

- Ability to create custom reports
- Notifications
- Track Activity by Region/ Subdivision
- Ability to make daily business decisions based on real-time data
- Ability to track expiration of documentation such as insurance and certifications

**C. Current Workflow (following page)**

Workflow should be printed on 11x17 paper for full readability.





**SAFEbuilt**®

TRANSFORMING COMMUNITY DEVELOPMENT

## Full-Service Proposal Estes Park, Colorado

Creating safe, vibrant, and thriving communities.

### Our Understanding

- Founded 1917, Community of ~6,000 Residents
- Tourism is Primary Business – Beauty/Location
- High Number of Rental Properties
- Steady Volume New Building / Permits
  - 2018 Building Permits of 1,518 / ~\$482K in Fees
  - Construction Valuation of \$59.97M
  - Residential: 693 Permits / \$22.3M Valuation
  - Commercial: 106 Permits / \$37.6M Valuation
- Developer & Property Owner Satisfaction Key
- Building Department Capabilities to Support Construction & Life Cycle of Building Services
- Economical Building Department Services
- Local Presence is Important to Community



## Executive Summary

- Flexible, Full-Service Building Department Solution
- SAFEbuilt Credentialed Building Official, Inspector, Plan Review and Optional Permit Technician
- Technology-Enabled Service with Building Department Software System (Community Core)
- Industry-Leading Service Levels to Support Estes Park Community, Property Owners and Developers
- Client-Centric Collaborative Approach Distinguishes SAFEbuilt and Core to Service Culture
- Capable of Supporting Any Type of Residential or Commercial Building Structure
- Local Presence w/Chief Revenue Officer Resident of Estes Park
- % of Fee Structure Scales to Estes Park Volume for Self-Funded Economical Model



INCREASED  
CUSTOMER SERVICE



CLIENT CENTERED  
APPROACH



IMPROVE  
COST EFFICIENCIES



DATA REPORTING  
AND METRICS



INCREASE  
WORKFLOW PRODUCTIVITY



ELECTRONIC PLAN REVIEW  
AND EFFICIENT  
FRONT COUNTER SERVICES

TRANSFORMING COMMUNITY DEVELOPMENT

SAFEbuilt

## SAFEbuilt Building Official

- Single Point of Contact for Estes Park, Gary Rusu
- Seamless Extension of Estes Park Staff, Works Closely with Town, Staff and Community
- Manages Building Department and Administration, Attends City Staff and Council Meetings as Required
- Oversees Quality Assurance Program, Ensures Code Compliance with Any State or Local Requirements
- Work with Estes Park Staff to Make Recommendations, Establish, Improve Building Department Services
- Helps Guide Citizens Through Complexities of Codes and Compliance
- Provide Inspections Services, Plan Review and Building Code Interpretations as Requested by Estes Park
- Oversee Certificate of Occupancy Issuance and Compliance
- Reports and Reporting to Estes Park on Building Department and Performance
- Service Level Achievement and Community/Citizen Satisfaction



TRANSFORMING COMMUNITY DEVELOPMENT

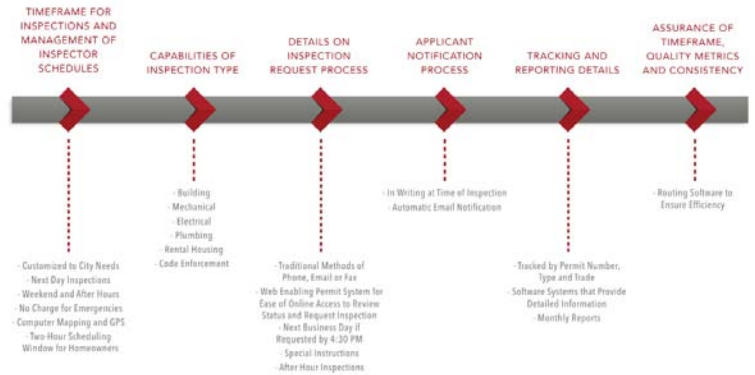
SAFEbuilt



# SAFEbuilt Inspector

- Provide Code Compliant Building, Plumbing, Mechanical and Vacation Rental Home Inspections in Estes Park
- Vacation Rental Inspections Provided in Accordance with Ordinance 06-19 and 2015 International Residential Code
- Note – Electrical Inspections Provided by State of Colorado
- Perform Code Compliant Inspections to Determine that Construction Complies with Approved Plan
- Inspections Monday – Friday 8am to 5pm, 2 Hour Window, Conduct Next Day Inspections, Received by 4:00 Prior Day. Weekend and After-Hours Inspections on Scheduled Basis.
- Provide Onsite Inspection Consultations to Citizens and Contractors While Performing Inspections
- Return Call and Emails from Permit Holders in Reference to Code and Inspection Concerns
- Identify and Document Any Areas of Non-Compliance
- Leave a Copy of the Inspection Ticket and Discuss Inspection Results with Site Personnel

## BUILDING, PLUMBING AND MECHANICAL INSPECTION SERVICES



TRANSFORMING COMMUNITY DEVELOPMENT



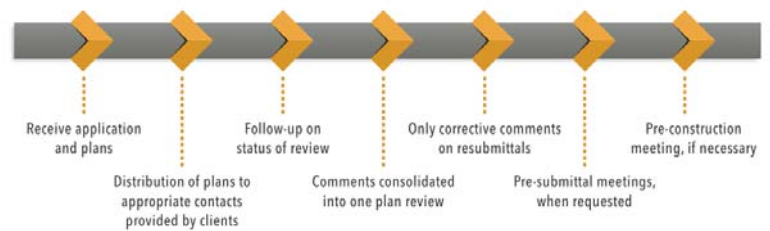
# SAFEbuilt Plan Review

- Provide Plan Review Services Electronically or In The Traditional Paper Format
- Review All Plans, Ensuring They Meet Adopted Building Codes and Local Amendments and/or Ordinances
- Determine Type of Construction, Use and Occupancy Classification Using Certified Plans Examiners
- Provide Feedback to Keep Plan Review Process on Schedule with Following Turnaround Times

| Project Type:                            | First Comments:    | Second Comments:           |
|--|--------------------|----------------------------|
| - Single-Family Within                   | - 7 Business Days  | - 5 Business Days or Less  |
| - Multi-Family Within                    | - 10 Business Days | - 7 Business Days or Less  |
| - Small Commercial (under \$5M in value) | - 10 Business Days | - 7 Business Days or Less  |
| - Large Commercial                       | - 20 Business Days | - 15 Business Days or Less |

- Interpret Legal Requirements and Recommend Compliance Procedures and Address Any Issues by Documented Comment and Correction Notices
- Return a Set of Finalized Plans and All Supporting Documentation
- Provide Review of Plan Revisions and Remain Available to Municipal Staff and/or Applicant After the Review is Complete

## PLAN REVIEW PROCESS



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## SAFEbuilt Permit Technician / Front Counter Services

- Facilitate the Permitting Process from Initial Permit Intake to Final Issuance of Permit
- Provide Front Counter Customer Service at Estes Park 8am to 5pm Monday through Friday
- Answer Questions at the Counter or Over the Phone
- Determine and Collect Fees as Directed by Estes Park
- Ensure That Submittal Documents are Complete
- Administer the Contractor Registration Program
- Administer the Rental Housing Program
- Work with the City Clerk to Facilitate FOIA Requests
- Provide Inspection Scheduling and Tracking to Ensure Code Compliance
- Process Applications for the Board of Zoning Appeals, Planning Commission and Architectural Board of Review
- Provide Input, Tracking and Reporting Utilizing Estes Park or Community Core Software



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## SAFEbuilt Community Core System

- Cloud-Based Permitting and Inspection Software System
- Streamlines and Automates Building Department Processes to Ensure Compliance, Efficiency and Customer Satisfaction
- Permitting – Customize Your Permitting Process to Specific Permit Types, Workflows, Fee Structures and Documents
- Planning – Manage the Plan Review Process Within Your Jurisdiction
- Licensing – Enable Issuance, Tracking and Renewal of Any Recurring Contractor or Business License
- Inspections—View workloads, write notes, take pictures, and communicate while in the field, without an internet connection
- GIS / County Assessor's Office Connection
- Robust Tool > Report Library, Fee Estimator, Scheduling Tool



<http://www.communitycore.com/>

TRANSFORMING COMMUNITY DEVELOPMENT



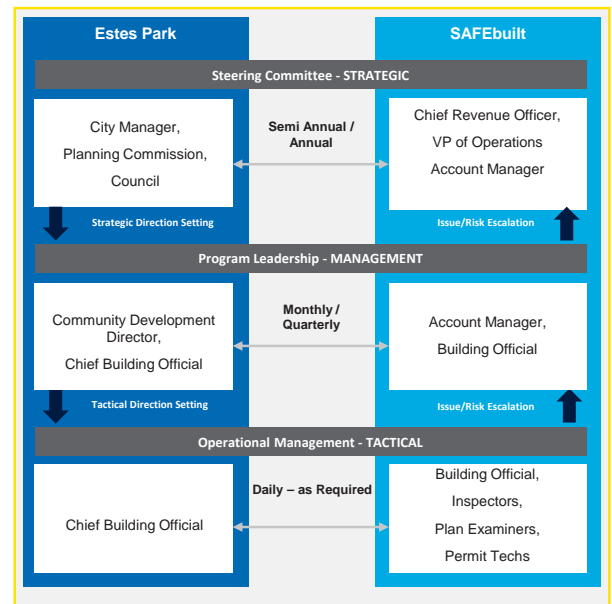
# Proposed SAFEbuilt Fees

|                       |   |  |   |
|-----------------------|---|--|---|
| <b>Assumptions:</b>   | SAFEbuilt uses two key factors when developing our pricing:   |  |   |
|                       | <ol style="list-style-type: none"> <li>1. Competitive Wages – The salaries associated with our pricing proposal were selected to both retain and attract quality employees to ensure a high degree of service for Estes Park and its residents.</li> <li>2. Cost Effectiveness – Our approach limits additional costs or mark-ups to provide services in the most cost-effective manner without sacrificing quality.</li> </ol> <p>SAFEbuilt carries the full complement of business insurance, including errors and omissions (E&amp;O), property, liability, auto, and workers compensation. Certificates of insurance are available upon request.</p> <p>All prices quoted in this proposal are subject to the execution of a mutually acceptable service agreement.</p> |  |   |
| <b>Fee Structure:</b> | <b>Position:</b><br>Building Official<br>Inspector:<br>Plans Examiner:  | <b>Dedicated/Shared:</b><br>Dedicated<br>Dedicated<br>Shared | <b>Fee Schedule:</b><br><br>82% of Permit Fees              |
|                       | Permit Technician:<br>Community Core:   | Dedicated  | \$55 Per Hour<br>\$10K Implementation Fee, License Included |
| <b>Includes:</b>      | <ul style="list-style-type: none"> <li>• Salaries &amp; benefits for Building Official, Inspector, Plans Examiners and Permit Technicians</li> <li>• Insurance, Recruiting, Training, Development, Code Books</li> <li>• Vehicles, Insurance, Fuel, Repairs for 2 Vehicles</li> <li>• Community Core for Contract Term (1 Year), Laptops, iPads, Cell Phones, PC's for SAFEbuilt Team</li> <li>• .3% of SAFEbuilt Fees for Estes Park Community Outreach Program</li> </ul>   |  |   |



## SAFEbuilt Governance Model

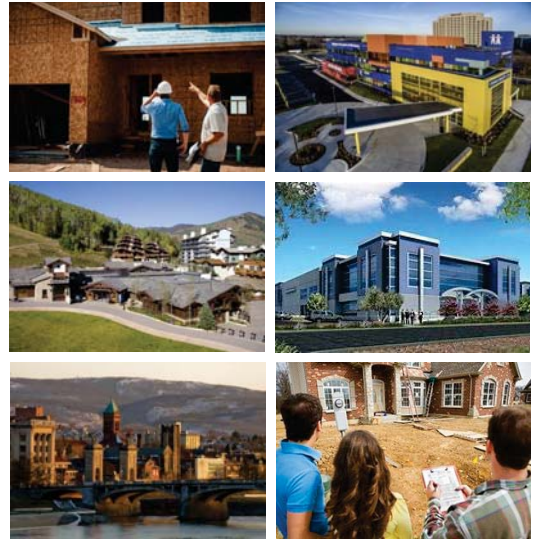
- 3 Tier – 2 in a Box Approach. Manages day to day operation with monthly performance review and semi to annual strategic planning
- Operational Transparency. Daily, weekly, monthly activity and performance reporting through Community Core / current systems
- De-risks Change. Proven governance model that is responsive, adaptive to change, cross program initiatives, continuous improvement and changes will only be made with express consent of Estes Park
- SAFEbuilt Learnings. Apply SAFEbuilt best practices and standards to effectively manage the scope of work in Estes Park building department
- Customer Service Culture. Governance structure and performance metrics drive culture of continuous improvement and customer service
- Estes Park Integration. Easily integrate into current meeting cadences and reporting to drive collaboration value
- Analytics Value. In Q1 2020 will provide analytics and insights on community development and the city from publicly available data sources



# SAFEbuilt At A Glance

A leading provider of Community Development and Building Department Services, including, but not limited to: Full-Service Building Department Management, Inspections, Plan Reviews, Code Compliance, Planning and Zoning, Engineering, Landscape Architecture...

- Experience: Founded 1992, 80 Offices in 26 States
- Diversity: 800+ Public and Business Clients
- Majority of Clients Have Populations Under 50,000
- Credible Talent: Over 1,000 Building Professionals
- Excellence: Operations Playbook & Proven Leadership
- Service Oriented: 95% Client Retention
- Tailored Solutions: Life Cycle of Building Services
- Transparency: Extensive Performance Reporting
- Innovation: Robust Technology, Compliance, Security Infrastructure
- Affiliations:
  - International Code Council (ICC)
  - National Home Builder's Association (NHBA)
  - U.S. Green Building Council (USGBC)
  - National Fire Protection Association (NFPA)



*Residential, Industrial, Commercial, Hospitals, Schools, Offices, High Rises, Resorts, Prisons*

TRANSFORMING COMMUNITY DEVELOPMENT



## Why SAFEbuilt?



**We Deliver**  
High-Level Performance /  
Industry Best Practices /  
Certified Professionals



**We Protect**  
ICC Certified / Robust  
Quality Assurance / Pro-  
Active Skill Development



**We Enhance**  
Business Process  
Efficiency / Convert and  
Integrate Data into  
Actionable Insights

TRANSFORMING COMMUNITY DEVELOPMENT



# Thank You

The logo for SAFEbuilt features a large, stylized white checkmark on a blue background. The checkmark is composed of two thick, white diagonal lines that meet at a central point. The word "SAFEbuilt" is written in white, sans-serif font to the right of the checkmark. The "A" and "E" are in all caps, while "S", "F", "B", and "I" are in lowercase. A registered trademark symbol (®) is located at the end of the word. A small checkmark symbol is positioned above the "t".

SAFEbuilt®

Back Archive Spam Delete Mark as unread Snooze Move to Inbox Labels More

2 of 68

Compose

Inbox

Starred

Snoozed

Sent

Drafts

[Gmail]Trash

Employee

Notes

More

RE: SAFEbuilt Proposal to Estes Park Inbox x



**Tom Klein**

to me, Travis, Eric, Russ, Gary

Thu, Oct 10, 2:36 PM (5 days ago)

Reply to all

Hi Randy – we are looking forward to the 22<sup>nd</sup> session. Two questions: 1) any meetings we should have with key stakeholders prior to the 22<sup>nd</sup> and what time is the 22<sup>nd</sup> session?

For your budget we assumed \$475K of permit fees in 2020 with SAFEbuilt fees of \$389K. We used the 2018 and 2019 permit fees as the basis – both are very similar and we assumed 2020 would be similar.

Hope this helps, feel free to call with any questions.

Tom Klein – Chief Revenue Officer

M: 970-699-0095 | E: [tklein@safebuilt.com](mailto:tklein@safebuilt.com) | <https://safebuilt.com/>

CORE VALUES: Service – Teamwork – Integrity – Improvement – Respect

**From:** Randy Hunt <[rhunt@estes.org](mailto:rhunt@estes.org)>

**Sent:** Thursday, October 10, 2019 2:31 PM

**To:** Tom Klein <[tklein@safebuilt.com](mailto:tklein@safebuilt.com)>

**Cc:** Travis Machalek <[tmachalek@estes.org](mailto:tmachalek@estes.org)>; Eric Pendley <[ependley@safebuilt.com](mailto:ependley@safebuilt.com)>; Russ Weber <[rweber@safebuilt.com](mailto:rweber@safebuilt.com)>; Gary Rusu <[grusu@safebuilt.com](mailto:grusu@safebuilt.com)>

**Subject:** Re: SAFEbuilt Proposal to Estes Park

Tom,

Thank you again for the presentation and proposal last week. We're looking forward to clear direction and a positive outcome from our budget process. I think you already have the Tue. Oct. 22 study session on your calendar... that will include discussion of the process-improvement piece, and the overall 2020 direction for Building division staffing and services.

Question: I'm working on budget details, and need to know what the SAFEBuilt payment of 82 percent of building fees (p. 9 in your presentation) translates to in dollars and cents. I know we sent you some permit revenue info, but not sure which figure you used, or if any extrapolation of value was incorporated. We want to be completely sure we are using the same 2020 estimates you are.

Thank you!

RAH

-----

Randy Hunt, AICP  
Community Development Director  
Town of Estes Park  
170 MacGregor Ave.  
PO Box 1200  
Estes Park, CO 80517  
direct: 970-577-3719  
main: 970-577-3721  
email: [rhunt@estes.org](mailto:rhunt@estes.org)  
<http://www.estes.org>

>

# The Estes Valley Contractors Association

September 20, 2019

Town of Estes Park  
170 MacGregor Avenue  
Estes Park, CO 80517

To the Board of Trustees:

The recommendation of the Town Advisory Committee of the Estes Valley Contractors Association is to retain Safe Built as the administering entity for the Estes Park Division of Building Safety, and Gary Rusu as our CBO within that organization .

While we prefer the 'idea' of a local, in house, community oriented and engaged individual, what matters most is a person that is a team player with us, providing great customer service. We believe Gary Rusu and Safe Built have demonstrated these qualities well in the relatively short time they have been at the helm.

Additionally, Eris Audette has proven to have these same attributes since her arrival, and we recommend that position stay as in house and local.

Thank you for your service,  
The Town Advisory Committee, the Estes Valley Contractors Association

Mike Kingswood , Chairman  
Thomas Beck  
Nathan Kinley  
Mike Todd  
Chuck Santagati  
Frank Theis

# Estes Valley Contractors Association

## MEETING SUMMARY

**MEETING DATE:** Wednesday, October 2, 2019  
**MEETING TIME:** 5:00 P.M.  
**MEETING PLACE:** Room 202, Town Hall  
**ATTENDING:** Mike Kingswood, Nate Kinley, Ed Ellingson, Jay Harris, Zeik Escorcia, Randy Hunt, Travis Machalek, Paul Brown, Frank Theis, Joe Hladick

- 1) Presentation by Randy Hunt & Mike Kingswood about the status of the Building Division.** The Building Advisory Committee (Kingswood, Kinley, Santagatti, Beck, Todd, Shirk) has been meeting with Town Staff at least once a month since February to improve permitting & inspection procedures at the Town Building Division. Among the many changes, the Town paid SafeBuilt to do a review of the Building Division operations and make recommendations for changes (see attached).

The group discussed the pros and cons of contract services versus hiring Town employees to fill the CBO and Inspector positions. The Town has tried to hire for these positions and been unable to find qualified people. The group expressed a desire for local people to be in these positions, but understood the difficulties.

The Town Staff will be making a recommendation to the Board later this month to extend the contract with SafeBuilt to provide a Contract CBO (Gary will continue), a full-time Building Inspector, and plan review services.

The EVCA members in attendance generally agreed that things have improved at the Building Division, and that it makes sense to extend the SafeBuilt contract as presented.



**2) Discussion about the status of a new Land Use Inter-Governmental Agreement (IGA) between the Town and County.**

Frank Theis and the Town Staff gave a brief summary of the current situation. There is another joint County Commission & Town Board meeting scheduled for November 14<sup>th</sup>, at which they will probably vote to adopt a new IGA. It will define the roles and responsibilities of the Town & County for Land Use Planning, Review, and Approval in the Estes Valley. It will also define the structure of the Planning Area (Joint/Entire Valley or separate), and whether or not there will be a Joint Planning Commission & Board of Adjustment for the valley or separate. Also, the IGA will define the roles and responsibilities for the preparation of a new Comprehensive Plan for the Estes Valley.

**3) New Business / General Discussion.** The Building Advisory Committee will continue to meet on a regular basis with the Building Division. If members have comments or concerns about the Building Division, you should send them to Mike Kingswood at [kingswoodhomes.com](http://kingswoodhomes.com), and he'll make sure there are relayed to the Department Head.

There was no new business, so the meeting was adjourned.

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# Report

**To:** Honorable Mayor Jirsa  
Board of Trustees

**Through:** Town Administrator Machalek

**From:** Vanessa Solesbee, Parking & Transit Manager  
Greg Muhonen, Public Works Director

**Date:** *October 22, 2019*

**RE:** *Downtown Parking Management Plan Phase II Implementation (Cont.)*

---

## **Objective:**

To deliver information related to the implementation of the Downtown Parking Management Plan (DPMP) Phase II (seasonal paid parking).

## **Present Situation:**

During the Town Board Study Session on Oct. 8, staff presented results of DPMP Phase I, including:

- **2019 Parking Utilization Key Takeaways:**
  - Peak occupancy has decreased slightly from 2018 (~5%); however, even with a slight decrease, parking areas are very full;
  - Peak demand was observed midday (between 11:00 a.m. and 2:00 p.m.), on weekends, in July;
  - Average duration (length of stay) was 2 hours 10 minutes;
  - About half of all parkers stayed for less than 1 hour;
  - Parking structure occupancy was 40-60% on weekends, 25-30% on weekdays (full on 9 days); and
  - 280 unique license plates were observed 20 or more days during a 45-day period (indicating the volume of “frequent parkers”).

The following results of Phase I implementation efforts were submitted as part of the Board packet, however these items were not discussed in detail during staff presentation due to time constraints:

- **Public Engagement Process Results**
- **Completed Parking Management Warrants**
- **Additional Information:** Colorado peer pricing information, future parking infrastructure investment triggers, and points of information related to sales tax revenue, traffic counts, overall parking supply and parking utilization (from 2005-2019) were provided.

During the Study Session, Trustees directed staff to specify why seasonal paid parking was the logical/preferred next step in managing public parking in Estes Park, in contrast

to options like increased transit service and/or additional time-limited parking. The Trustees also indicated a strong desire to understand what parking management solution would increase utilization of the parking structure.

As such, staff have prepared information related to the implementation of seasonal paid parking (DPMP Phase II):

- Brief recap of Phase I findings, including responses to specific Trustee questions;
- Five pricing scenarios, including static, progressive and dynamic pricing options;
- Revenue projections and cost estimates for implementing seasonal paid parking in 2020 for approximately 702 spaces (32% of the overall supply).
- Concepts that could be used to craft an ordinance authorizing seasonal paid parking in the Town's public parking areas.
- Concepts that could be used to craft a fee resolution to set 2020 parking rates.

### **Proposal:**

Public Works seeks direction from the Town Board for the 2020 parking management program. With the charge of implementing the Board-adopted DPMP, staff has identified two options for Board consideration:

- 1) No Change / DPMP Implementation "Pause"
- 2) Implement DPMP Phase II (Seasonal Paid Parking)

Pending the outcome of the October 22 Study Session, Public Works can be ready to bring forth an ordinance and fee resolution authorizing seasonal paid parking at a Regular Meeting and Public Hearing on November 12. (Note: a revised parking permit system is also needed, and will be discussed with the Town Board separately in 2020.)

If the Town Board decides that the current level of service is adequate and/or that Public Works should pause DPMP implementation (and/or proceed in another Board-identified direction), Public Works will develop a 2020 work plan that does include seasonal paid parking.

### **Advantages:**

- Providing multiple options for Board consideration instead of focusing solely on DPMP Phase II implementation encourages an inclusive approach to decision-making on a high-profile issue.
- Supports a commitment made to the community that any consideration of additional parking management efforts, including paid parking, would be conducted in a data-driven and transparent manner.

### **Disadvantages:**

- Some may feel that the thresholds outlined in the Board-adopted DPMP for moving from Phase I to Phase II have been met (and seasonal paid parking should be implemented), however, staff feel that receiving specific Board direction and buy-in on future parking management is critical to program success.
- The multi-meeting format postpones 2020 planning; however Public Works feels that it allows more time for informed decision-making and public process.

### **Action Recommended:**

Public Works seeks Board direction on a preferred option for the 2020 parking program.

**Finance/Resource Impact:**

To be discussed in detail during the Study Session. At a high-level, implementation of seasonal paid parking would require a budget supplement for 2020 to cover the one-time capital investment (as described in the existing 2020 CIP) of \$243,000 and approximately \$215,948 in additional operating funds for an in-house option or \$232,422 for an outsourced option, totaling \$458,948 - \$475,422 in new program costs.

**Level of Public Interest**

Public interest is very high. Both staff and volunteers from the Transportation Advisory Board (TAB) have committed hundreds of hours to public engagement efforts stretching back to December 2018. Both TAB and the Estes Valley Library Director drafted letters of support.

**Attachments**

- DPMP Phase II Implementation Overview (PowerPoint)
- Revenue Projections and Cost Estimates (for initial implementation of seasonal paid parking)
- Concepts that could be used to craft an ordinance authorizing seasonal paid parking in the Town's public parking areas.
- Concepts that could be used to craft a fee resolution to set 2020 parking rates.
- Transportation Advisory Board (TAB) letter of support
- Estes Valley Library letter of support

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# DOWNTOWN PARKING MANAGEMENT PLAN

## Phase II Implementation Overview

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**Town Board Study Session**  
**October 22, 2019**



Town of Estes Park  
Parking & Transit Division  
Department of Public Works

## OVERVIEW

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### 1. Phase I Recap

### 2. Phase II Implementation – What is Recommended?

- **Pricing (CO case studies)**
- **Revenue projections**
- **Cost estimates**
- **Next steps**

### 3. Discussion



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# PHASE I RECAP

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## PHASE I RECAP

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### **Utilization Data**

- Occupancy decreased ~5%, however still largely full (85%) during peak times (11 a.m. to 2 p.m.)
- Average length of stay around 2 hours; in line with changing trends
- Around 280 frequent parkers observed daily (23% of core supply); with ~70 vehicles moving between multiple lots

### **Public Engagement**

- Rigorous effort that included in-person and online opportunities
- Reported visitor and local experience varies widely



## PHASE I RECAP – BOARD INPUT / QUESTIONS

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### **How do we encourage more use of the parking structure?**

- Price downtown parking to influence consumer behavior change.
- Actively market the location as a free, all-day option.
- Incentivize frequent parkers to use the facility.
- Provide reliable and convenient alternative transportation.

### **What about just increasing transit service?**

- Important complement to paid parking, but will not encourage behavior change on its own.
- Need to identify a funding source; frequent transit is very expensive and previous service proposals have not been funded.



## PHASE I RECAP – BOARD INPUT / QUESTIONS

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### **Why seasonal paid parking?**

- Parking is not “free”, even when free to consumers.
- Time limits can impact turnover but do not often address high occupancies, which contribute to: “cruising”, congestion and lot hopping.
- Downtown Parking Management Plan Phase I is complete.
- The threshold for moving to Phase II (per the DPMP) in the majority of downtown parking areas has been achieved.





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# PHASE II IMPLEMENTATION

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## PHASE II IMPLEMENTATION

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### **For this discussion, staff have prepared:**

- CO case studies
- Pricing scenarios
- Revenue projections
- Cost estimates
- Ordinance and fee resolution concepts

### **If the direction is to move to Phase II, staff will prepare:**

- Technology recommendations
- Permit program offerings and pricing
- Implementation work plan (timing, outreach, education)
- Budget supplement
- Key Performance Indicators to track program success



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# PRICING

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## PRICING

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### Colorado Comparison – Who Charges?

- Aspen\*
- Aurora
- Boulder
- Breckenridge\*
- Colorado Springs
- Denver\*
- Fort Collins
- Greeley
- Idaho Springs
- Longmont
- Loveland
- Lyons
- Manitou Springs
- Steamboat Springs\*
- Vail\*
- Winter Park

*\*Denotes a CAST community*



## PRICING – COLORADO CASE STUDY #1

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### **Boulder, CO (Chautauqua Open Space Pilot)**

- Implemented seasonal paid parking (\$2.50/hour) in partnership with a frequent, free shuttle.
- Pilot was “very successful” and has continued seasonally.
- Saw reduced occupancies and increased turnover.
- Quality of life improvements were noted by former opponents of pilot (residents and representatives from Chautauqua).
- City is going to launch citywide pricing update in 2020.



## PRICING – COLORADO CASE STUDY #2

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### **Manitou Springs, CO**

- Implemented year-round paid parking in 2013.
- Managed by a third-party operator.
- Experienced several years of intense construction, including closure of top attraction (Cog Railway).
- Biggest surprise? “We made much more money than we thought”.
- Both parking revenue and sales tax were impacted by construction, however “we are seeing robust visitation and a strong economy”.



# PRICING – COLORADO CASE STUDY #3

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## Aspen, CO

- Implemented progressive pricing in 2015 (and raised rates 50%), but moved to dynamic pricing in 2018.
- Goals were to decrease occupancy, fill underutilized parking on edge of town, increase turnover and move frequent parkers out of core spaces.
- Now, occupancies are monitored daily; saw only 2-3 times over 85%.
- Mayor: “Town feels less full”
- Business owner: “People can actually get to my store”.
- Sales tax revenue is actively monitored and tracked.



# WHAT IS RECOMMENDED?

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## **Days of Seasonal Paid Parking**

June 1 – September 30, 2020 (daily)

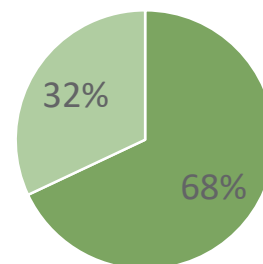
## **Locations**

- Town Hall (249 stalls of 279 total stalls)
- Virginia (30 stalls)
- E. Riverside (43 stalls)
- Riverside (91 stalls)
- Weist (96 stalls of 141 total stalls)
- Post Office (93 of 99 stalls)
- Bond Park (83 stalls)
- Tregent (17 stalls)

## **Hours:**

10 a.m. to 6 p.m.

## **Percentage of Total Supply: Free vs. Paid**



■ Free ■ Paid



# PRICING – OPTIONS FOR ESTES PARK

## Scenarios A & B

- Fixed
- Same price each hour

## Scenarios C & D

- Progressive
- Rate increases the longer you stay

## Scenario E

- Modified dynamic
- Pricing based on demand

|           | Scenario A | Scenario B | Scenario C | Scenario D | Scenario E                       |
|-----------|------------|------------|------------|------------|----------------------------------|
| <1 Hour   | \$1.50     | \$2.00     | \$2.00     | \$2.00     | 10-11 AM:<br>\$2.00/<br>Hour     |
| 1-2 Hours | \$1.50     | \$2.00     | \$2.00     | \$2.00     |                                  |
| 2-3 Hours | \$1.50     | \$2.00     | \$3.00     | \$2.00     |                                  |
| 3-4 Hours | \$1.50     | \$2.00     | \$3.00     | \$4.00     | 11AM-2<br>PM:<br>\$4.00/<br>Hour |
| 4-5 Hours | \$1.50     | \$2.00     | \$4.00     | \$4.00     |                                  |
| 5-6 Hours | \$1.50     | \$2.00     | \$4.00     | \$4.00     |                                  |
| 6-7 Hours | \$1.50     | \$2.00     | \$5.00     | \$6.00     | 2PM-6PM:<br>\$2.00/<br>Hour      |
| 7-8 Hours | \$1.50     | \$2.00     | \$5.00     | \$6.00     |                                  |
| Max daily | \$12.00    | \$16.00    | \$28.00    | \$30.00    | \$22.00                          |



# REVENUE PROJECTIONS & COST ESTIMATES

# ASSUMPTIONS

## Utilization

- 71% used (2019 average across all time periods and facilities)
- Calculated progressive and dynamic scenarios using duration data

## Price Sensitivity

- Accounts for varying levels of price sensitivity (elasticity)
- Assuming medium price sensitivity for conservative revenue projections

## Optional Incentives

- 15-minutes free (1x/daily) – FOR ALL
- 30-minutes free (1x/daily) – FOR RESIDENTS ONLY
- 1-hour free (1x/daily) – FOR RESIDENTS ONLY



# REVENUE PROJECTIONS for 2020 (BY SCENARIO)

|  | A<br>STATIC      | B                | C<br>PROGRESSIVE | D                | E<br>DYNAMIC     |
|--|------------------|------------------|------------------|------------------|------------------|
|  | →                |                  | →                |                  |                  |
| No Price Sensitivity                       | \$724,000        | \$965,000        | \$1,225,000      | \$1,219,000      | \$1,353,000      |
| Low Price Sensitivity                      | \$536,000        | \$647,000        | \$741,000        | \$700,000        | \$736,000        |
| Med. Price Sensitivity                     | <b>\$461,000</b> | <b>\$530,000</b> | <b>\$577,000</b> | <b>\$539,000</b> | <b>\$550,000</b> |
| High Price Sensitivity                     | \$397,000        | \$434,000        | \$450,000        | \$419,000        | \$416,000        |
| <b>30-MINS FREE FOR RESIDENTS (Daily):</b> |                  |                  |                  |                  |                  |
| Med. Price Sensitivity                     | \$429,000        | \$488,000        | \$535,000        | \$497,000        | \$486,000        |
| Lost Revenue                               | (\$32,000)       | (\$42,000)       | (\$42,000)       | (\$42,000)       | (\$64,000)       |



# COST ESTIMATE – OVERVIEW

- **Existing Costs**

- Parking Program (base budget): \$214,000

- **New Cost Estimates**

- One-Time Capital: \$243,000
- In-House Program: \$215,948\*
- Out-Sourced Program: \$232,422\*

- **Provided cost estimate two-ways:**

- With 2020 General Fund contribution (\$214,000 for Existing Parking Program)
- Without 2020 General Fund contribution

*\*Only one option would be selected (in-house or out-sourced).*



# NET REVENUE (w/2020 General Fund) – NO DISCOUNTS\*

| Scenario | 2020      | 2021      | 2022      | 2023**    |
|----------|-----------|-----------|-----------|-----------|
| A        | \$2,052   | \$31,052  | \$114,052 | \$230,052 |
| B        | \$71,052  | \$100,052 | \$230,052 | \$400,052 |
| C        | \$118,052 | \$147,052 | \$311,052 | \$481,052 |
| D        | \$80,052  | \$109,052 | \$246,052 | \$416,052 |
| E        | \$91,052  | \$120,052 | \$266,052 | \$436,052 |

\*In-House Option

\*\*Assumes DPMP Phase III



## NET REVENUE (w/out 2020 General Fund) – NO DISCOUNTS\*

| Scenario | 2020        | 2021      | 2022      | 2023**    |                          |
|----------|-------------|-----------|-----------|-----------|--------------------------|
| A        | (\$211,948) | \$31,052  | \$114,052 | \$284,052 |                          |
| B        | (\$142,948) | \$100,052 | \$230,052 | \$400,052 |                          |
| C        | (\$95,948)  | \$147,052 | \$311,052 | \$481,052 |                          |
| D        | (\$133,948) | \$109,052 | \$246,052 | \$416,052 | *In-House Option         |
| E        | (\$122,948) | \$120,052 | \$266,052 | \$436,052 | **Assumes DPMP Phase III |



Downtown Parking Management Plan – Phase II Implementation

21

## NET REVENUE (w/2020 General Fund) – 30 MINS FREE\*

| Scenario | 2020       | 2021      | 2022      | 2023**    |                          |
|----------|------------|-----------|-----------|-----------|--------------------------|
| A        | (\$29,948) | (\$948)   | \$60,052  | \$230,052 |                          |
| B        | \$29,052   | \$58,052  | \$157,052 | \$327,052 |                          |
| C        | \$76,052   | \$105,052 | \$238,052 | \$408,052 |                          |
| D        | \$38,052   | \$67,052  | \$173,052 | \$343,052 | *In-House Option         |
| E        | \$27,052   | \$52,052  | \$157,052 | \$327,052 | **Assumes DPMP Phase III |



Downtown Parking Management Plan – Phase II Implementation

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## NET REVENUE (w/out 2020 General Fund) – 30 MINS FREE\*

| Scenario | 2020        | 2021      | 2022      | 2023**    |
|----------|-------------|-----------|-----------|-----------|
| A        | (\$243,948) | (\$948)   | \$60,052  | \$230,052 |
| \$       | (\$184,948) | \$58,052  | \$157,052 | \$327,052 |
| C        | (\$137,948) | \$105,052 | \$238,052 | \$408,052 |
| D        | (\$175,948) | \$67,052  | \$173,052 | \$343,052 |
| E        | (\$186,948) | \$56,052  | \$157,052 | \$327,052 |

\*In-House Option

\*\*Assumes DPMP Phase III



## IN SUMMARY

- Downtown Parking Management Plan Phase I is complete.
- The threshold for moving to Phase II (per the DPMP) in the majority of downtown parking areas has been achieved.
- Staff would like direction from the Town Board on how to proceed.
- Staff could return on Nov. 12 to Regular Meeting & Public Hearing with ordinance and fee resolution.

**1. No Change / DPMP Implementation Pause**

**2. Move forward with DPMP Phase II**



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# DISCUSSION

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## PRICING SCENARIOS & 2020 REVENUE PROJECTIONS (BY SCENARIO)

|           | Scenario A     | Scenario B     | Scenario C     | Scenario D     | Scenario E     |
|-----------|----------------|----------------|----------------|----------------|----------------|
| <1 Hour   | \$1.50         | \$2.00         | \$2.00         | \$2.00         | 10-11 AM:      |
| 1-2 Hours | \$1.50         | \$2.00         | \$2.00         | \$2.00         | \$2.00/ Hour   |
| 2-3 Hours | \$1.50         | \$2.00         | \$3.00         | \$2.00         |                |
| 3-4 Hours | \$1.50         | \$2.00         | \$3.00         | \$4.00         | 11AM-2 PM:     |
| 4-5 Hours | \$1.50         | \$2.00         | \$4.00         | \$4.00         | \$4.00/ Hour   |
| 5-6 Hours | \$1.50         | \$2.00         | \$4.00         | \$4.00         |                |
| 6-7 Hours | \$1.50         | \$2.00         | \$5.00         | \$6.00         | 2PM-6PM:       |
| 7-8 Hours | \$1.50         | \$2.00         | \$5.00         | \$6.00         | \$2.00/ Hour   |
| Max daily | <b>\$12.00</b> | <b>\$16.00</b> | <b>\$28.00</b> | <b>\$30.00</b> | <b>\$22.00</b> |

(Paid Period in 2020: June 1 – September 30)

### No Discounts:

|                               |                  |                  |                  |                  |                  |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|
| No Price Sensitivity          | \$724,000        | \$965,000        | \$1,225,000      | \$1,219,000      | \$1,353,000      |
| Low Price Sensitivity         | \$536,000        | \$647,000        | \$741,000        | \$700,000        | \$736,000        |
| <b>Med. Price Sensitivity</b> | <b>\$461,000</b> | <b>\$530,000</b> | <b>\$577,000</b> | <b>\$539,000</b> | <b>\$550,000</b> |
| High Price Sensitivity        | \$397,000        | \$434,000        | \$450,000        | \$419,000        | \$416,000        |

### 30 Minutes Free for Residents (Daily):

|                          |                   |                   |                   |                   |                   |
|--------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Med. Price Sensitivity   | <b>\$429,000</b>  | <b>\$488,000</b>  | <b>\$535,000</b>  | <b>\$497,000</b>  | <b>\$486,000</b>  |
| Lost Revenue (From Base) | <b>(\$32,000)</b> | <b>(\$42,000)</b> | <b>(\$42,000)</b> | <b>(\$42,000)</b> | <b>(\$64,000)</b> |

## ASSUMPTIONS

- 702 metered stalls, including Town Hall (249 stalls of 279 total stalls), Virginia (30 stalls), E. Riverside (43 stalls), Riverside (91 stalls), Weist (96 stalls of 141 total stalls), Post Office (93 of 99 stalls), Bond Park (83 stalls), and Tregent (17 stalls).
- Baseline average summer utilization: 0.71 (based on the average of three occupancy counts per day from May 28, 2019 through September 4, 2019 in the Town Hall Lot, Virginia, East Riverside Lot, Riverside Lot, Weist Lot, the Post Office Lot, and Bond Park).
- Progressive Pricing Scenarios (C & D): Baseline length of stay calibrated based on July/August utilization data from Town Hall Lot, East Riverside Lot, Riverside Lot, and Weist Lot.
- Progressive Pricing Scenarios (C & D): 50% of reduced vehicle-hours at higher hourly rates reallocated to lowest hourly rate category (to estimate backfilling due to reduced long-term parking).
- Peak Pricing Scenario (E): 90% factor applied to revenue estimates to approximate lost revenue due to first 15-minutes free parking.
- First Hour Free for Residents / 30 Minutes Free for Residents: 200 Resident vehicles per day assumed (approximately 10% of baseline number of vehicles served per day).
- The following adjusted average utilization factors are assumed at each price point to account for anticipated reduced demands due to pricing:

## COST ESTIMATES

### ONE-TIME COSTS

| Line Item                    | Type           | Cost             |
|------------------------------|----------------|------------------|
| Meter Hardware (14 Meters)   | Infrastructure | \$168,000        |
| Signage                      | Infrastructure | \$2,500          |
| Installation, testing, etc.  | Technical      | \$25,000         |
| Software                     | IT             | \$45,000         |
| Website Upgrades             | Pub. Ed.       | \$2,500          |
| Instructional Videos         | Pub. Ed.       | (Included)       |
| <b>Total ONE-TIME Costs:</b> |                | <b>\$243,000</b> |

### ANNUAL ONGOING COSTS

#### In-House Option

| Line Item                                  | Type                 | Cost             |
|--|----------------------|------------------|
| Utilities (Power, IT)                      | Infrastructure       | \$25,000         |
| Software                                   | IT                   | \$5,000          |
| Bank/Credit Card/PCI/EMV Fees <sup>1</sup> | Financial            | \$42,000         |
| Pay-by-Phone Convenience Fee <sup>2</sup>  | Financial            | \$25,000         |
| Cellular/Communication <sup>3</sup>        | Financial/IT         | \$3,150          |
| Meter maintenance, repair, & misc.         | Maintenance          | \$7,500          |
| P&T Program Asst. position                 | FTE Staff + Benefits | \$97,798         |
| IT Dept. support                           | Allocation           | \$0              |
| Finance Dep. Support                       | Allocation           | \$0              |
| Educational material <sup>4</sup>          | Pub. Ed.             | \$10,000         |
| Social media promotion - TOEP <sup>5</sup> | Marketing            | \$500            |
| VEP Partnership                            | Marketing            | \$0              |
| <b>Total New ANNUAL Costs:</b>             |                      | <b>\$215,948</b> |

#### Outsourced Option

| Line Item                          | Type    | Cost             |
|------------------------------------|---------|------------------|
| Operator Budget                    | Program | \$114,497        |
| In-House Annual Costs <sup>6</sup> | Program | \$117,925        |
| <b>Total New ANNUAL Costs:</b>     |         | <b>\$232,422</b> |

#### Existing Program Costs

| Line Item                         | Type    | Cost      |
|-----------------------------------|---------|-----------|
| Parking Division Base Budget 2020 | Program | \$214,000 |

<sup>1</sup> Assumes 10% fee on \$420,000 in credit card transactions (approximated as 70% of \$600,000 gross revenue)

<sup>2</sup> Assumes 125,000 transactions per year at \$0.20 per transactions

<sup>3</sup> Assumes \$45/month per meter (14 assumed) for 5 months per year

<sup>4</sup> Stickers for meters, windshield flyers

<sup>5</sup> Paid campaigns on Facebook

<sup>6</sup> Excluding P&T Program Asst. position and Parking Division Base Budget

## ADDITIONAL ASSUMPTIONS

### OPERATOR BUDGET

| <b>Line Item</b>         | <b>Type</b>                    | <b>Cost</b>      |
|--------------------------|--------------------------------|------------------|
| Salaries & Wages         | Payroll & Benefits             | \$64,275         |
| Payroll Taxes & Burden   | Payroll & Benefits             | \$6,963          |
| Health, Pension & 401(k) | Payroll & Benefits             | \$7,539          |
| Workers Compensation     | Payroll & Benefits             | \$5,242          |
| Uniforms & Laundry       | Operating Expenses             | \$927            |
| Corporate Travel         | Operating Expenses             | \$1,230          |
| Employee Processing      | Operating Expenses             | \$787            |
| General Expenses         | Operating Expenses             | \$2,694          |
| Management Fee           | Management Fee                 | \$24,840         |
|                          | <b>Total New ANNUAL Costs:</b> | <b>\$114,497</b> |

## SCENARIO A – NET REVENUE ANALYSIS

### IN-HOUSE MANAGEMENT

#### Assumes General Fund Contribution (2020 ONLY)

|  | 2020              | 2021             | 2022*            | 2023             |
|--|-------------------|------------------|------------------|------------------|
| General Fund                             | \$214,000         | \$0              | \$0              | \$0              |
| Parking Revenue                          | \$461,000         | \$461,000        | \$789,000        | \$789,000        |
| <i>Gross Revenue</i>                     | <b>\$675,000</b>  | <b>\$461,000</b> | <b>\$789,000</b> | <b>\$789,000</b> |
| One-Time Capital Expense                 | \$243,000         | \$0              | \$170,000        | \$0              |
| In-House Management                      | \$215,948         | \$215,948        | \$290,948        | \$290,948        |
| Parking Division Base Budget             | \$214,000         | \$214,000        | \$214,000        | \$214,000        |
| <i>Expenses</i>                          | <b>\$672,948</b>  | <b>\$429,948</b> | <b>\$674,948</b> | <b>\$504,948</b> |
| <i>Net Revenue</i>                       | <b>\$2,052</b>    | <b>\$31,052</b>  | <b>\$114,052</b> | <b>\$284,052</b> |
| <i>Cost of 30-Min Free for Residents</i> | <b>\$32,000</b>   | <b>\$32,000</b>  | <b>\$54,000</b>  | <b>\$54,000</b>  |
| <i>Net Revenue w/ 30-Mins Free</i>       | <b>(\$29,948)</b> | <b>(\$948)</b>   | <b>\$60,052</b>  | <b>\$230,052</b> |

#### Assumes No General Fund Contribution

|  | 2020               | 2021             | 2022*            | 2023             |
|--|--------------------|------------------|------------------|------------------|
| General Fund                             | \$0                | \$0              | \$0              | \$0              |
| Parking Revenue                          | \$461,000          | \$461,000        | \$789,000        | \$789,000        |
| <i>Gross Revenue</i>                     | <b>\$461,000</b>   | <b>\$461,000</b> | <b>\$789,000</b> | <b>\$789,000</b> |
| One-Time Capital Expense                 | \$243,000          | \$0              | \$170,000        | \$0              |
| In-House Management                      | \$215,948          | \$215,948        | \$290,948        | \$290,948        |
| Parking Division Base Budget             | \$214,000          | \$214,000        | \$214,000        | \$214,000        |
| <i>Expenses</i>                          | <b>\$672,948</b>   | <b>\$429,948</b> | <b>\$674,948</b> | <b>\$504,948</b> |
| <i>Net Revenue</i>                       | <b>(\$211,948)</b> | <b>\$31,052</b>  | <b>\$114,052</b> | <b>\$284,052</b> |
| <i>Cost of 30-Min Free for Residents</i> | <b>\$32,000</b>    | <b>\$32,000</b>  | <b>\$54,000</b>  | <b>\$54,000</b>  |
| <i>Net Revenue w/ 30-Mins Free</i>       | <b>(\$243,948)</b> | <b>(\$948)</b>   | <b>\$60,052</b>  | <b>\$230,052</b> |

\*2022 one-time capital costs estimated as 70% of 2020 one-time capital costs to account for increasing from 702 to 1,200 paid parking stalls; Infrastructure/IT/Finance/Maintenance annual costs also increased by 70%.

## OUTSOURCED MANAGEMENT

### Assumes General Fund Contribution (2020 ONLY)

|  | 2020              | 2021              | 2022*            | 2023             |
|--|-------------------|-------------------|------------------|------------------|
| General Fund                             | \$214,000         | \$0               | \$0              | \$0              |
| Parking Revenue                          | \$461,000         | \$461,000         | \$789,000        | \$789,000        |
| <i>Gross Revenue</i>                     | <b>\$675,000</b>  | <b>\$461,000</b>  | <b>\$789,000</b> | <b>\$789,000</b> |
| One-Time Capital Expense                 | \$243,000         | \$0               | \$170,000        | \$0              |
| Outsourced Management                    | \$232,422         | \$232,422         | \$307,422        | \$307,422        |
| Parking Division Base Budget             | \$214,000         | \$214,000         | \$214,000        | \$214,000        |
| <i>Expenses</i>                          | <b>\$689,422</b>  | <b>\$446,422</b>  | <b>\$691,422</b> | <b>\$521,422</b> |
| <i>Net Revenue</i>                       | <b>(\$14,422)</b> | <b>\$14,578</b>   | <b>\$97,578</b>  | <b>\$267,578</b> |
| <i>Cost of 30-Min Free for Residents</i> | <b>\$32,000</b>   | <b>\$32,000</b>   | <b>\$54,000</b>  | <b>\$54,000</b>  |
| <i>Net Revenue w/ 30-Mins Free</i>       | <b>(\$46,422)</b> | <b>(\$17,422)</b> | <b>\$43,578</b>  | <b>\$213,578</b> |

### Assumes No General Fund Contribution

|  | 2020               | 2021              | 2022*            | 2023             |
|--|--------------------|-------------------|------------------|------------------|
| General Fund                             | \$0                | \$0               | \$0              | \$0              |
| Parking Revenue                          | \$461,000          | \$461,000         | \$789,000        | \$789,000        |
| <i>Gross Revenue</i>                     | <b>\$461,000</b>   | <b>\$461,000</b>  | <b>\$789,000</b> | <b>\$789,000</b> |
| One-Time Capital Expense                 | \$243,000          | \$0               | \$170,000        | \$0              |
| Outsourced Management                    | \$232,422          | \$232,422         | \$307,422        | \$307,422        |
| Parking Division Base Budget             | \$214,000          | \$214,000         | \$214,000        | \$214,000        |
| <i>Expenses</i>                          | <b>\$689,422</b>   | <b>\$446,422</b>  | <b>\$691,422</b> | <b>\$521,422</b> |
| <i>Net Revenue</i>                       | <b>(\$228,422)</b> | <b>\$14,578</b>   | <b>\$97,578</b>  | <b>\$267,578</b> |
| <i>Cost of 30-Min Free for Residents</i> | <b>\$32,000</b>    | <b>\$32,000</b>   | <b>\$54,000</b>  | <b>\$54,000</b>  |
| <i>Net Revenue w/ 30-Mins Free</i>       | <b>(\$260,422)</b> | <b>(\$17,422)</b> | <b>\$43,578</b>  | <b>\$213,578</b> |

\*2022 one-time capital costs estimated as 70% of 2020 one-time capital costs to account for increasing from 702 to 1,200 paid parking stalls; Infrastructure/IT/Finance/Maintenance annual costs also increased by 70%.

## Scenario B – Net Revenue Analysis

### IN-HOUSE MANAGEMENT

#### Assumes General Fund Contribution (2020 ONLY)

|  | 2020             | 2021             | 2022*            | 2023             |
|--|------------------|------------------|------------------|------------------|
| General Fund                             | \$214,000        | \$0              | \$0              | \$0              |
| Parking Revenue                          | \$530,000        | \$530,000        | \$905,000        | \$905,000        |
| <i>Gross Revenue</i>                     | <b>\$744,000</b> | <b>\$530,000</b> | <b>\$905,000</b> | <b>\$905,000</b> |
| One-Time Capital Expense                 | \$243,000        | \$0              | \$170,000        | \$0              |
| In-House Management                      | \$215,948        | \$215,948        | \$290,948        | \$290,948        |
| Parking Division Base Budget             | \$214,000        | \$214,000        | \$214,000        | \$214,000        |
| <i>Expenses</i>                          | <b>\$672,948</b> | <b>\$429,948</b> | <b>\$674,948</b> | <b>\$504,948</b> |
| <i>Net Revenue</i>                       | <b>\$71,052</b>  | <b>\$100,052</b> | <b>\$230,052</b> | <b>\$400,052</b> |
| <i>Cost of 30-Min Free for Residents</i> | <b>\$42,000</b>  | <b>\$42,000</b>  | <b>\$73,000</b>  | <b>\$73,000</b>  |
| <i>Net Revenue w/ 30-Mins Free</i>       | <b>\$29,052</b>  | <b>\$58,052</b>  | <b>\$157,052</b> | <b>\$327,052</b> |

#### Assumes No General Fund Contribution

|  | 2020               | 2021             | 2022*            | 2023             |
|--|--------------------|------------------|------------------|------------------|
| General Fund                             | \$0                | \$0              | \$0              | \$0              |
| Parking Revenue                          | \$530,000          | \$530,000        | \$905,000        | \$905,000        |
| <i>Gross Revenue</i>                     | <b>\$530,000</b>   | <b>\$530,000</b> | <b>\$905,000</b> | <b>\$905,000</b> |
| One-Time Capital Expense                 | \$243,000          | \$0              | \$170,000        | \$0              |
| Outsourced Management                    | \$215,948          | \$215,948        | \$290,948        | \$290,948        |
| Parking Division Base Budget             | \$214,000          | \$214,000        | \$214,000        | \$214,000        |
| <i>Expenses</i>                          | <b>\$672,948</b>   | <b>\$429,948</b> | <b>\$674,948</b> | <b>\$504,948</b> |
| <i>Net Revenue</i>                       | <b>(\$142,948)</b> | <b>\$100,052</b> | <b>\$230,052</b> | <b>\$400,052</b> |
| <i>Cost of 30-Min Free for Residents</i> | <b>\$42,000</b>    | <b>\$42,000</b>  | <b>\$73,000</b>  | <b>\$73,000</b>  |
| <i>Net Revenue w/ 30-Mins Free</i>       | <b>(\$184,948)</b> | <b>\$58,052</b>  | <b>\$157,052</b> | <b>\$327,052</b> |

\*2022 one-time capital costs estimated as 70% of 2020 one-time capital costs to account for increasing from 702 to 1,200 paid parking stalls; Infrastructure/IT/Finance/Maintenance annual costs also increased by 70%.



## OUTSOURCED MANAGEMENT

### Assumes General Fund Contribution (2020 ONLY)

|  | 2020             | 2021             | 2022*            | 2023             |
|--|------------------|------------------|------------------|------------------|
| General Fund                             | \$214,000        | \$0              | \$0              | \$0              |
| Parking Revenue                          | \$530,000        | \$530,000        | \$905,000        | \$905,000        |
| <i>Gross Revenue</i>                     | <b>\$744,000</b> | <b>\$530,000</b> | <b>\$905,000</b> | <b>\$905,000</b> |
| One-Time Capital Expense                 | \$243,000        | \$0              | \$170,000        | \$0              |
| Outsourced Management                    | \$232,422        | \$232,422        | \$307,422        | \$307,422        |
| Parking Division Base Budget             | \$214,000        | \$214,000        | \$214,000        | \$214,000        |
| <i>Expenses</i>                          | <b>\$689,422</b> | <b>\$446,422</b> | <b>\$691,422</b> | <b>\$521,422</b> |
| <i>Net Revenue</i>                       | <b>\$54,578</b>  | <b>\$83,578</b>  | <b>\$213,578</b> | <b>\$383,578</b> |
| <i>Cost of 30-Min Free for Residents</i> | <b>\$42,000</b>  | <b>\$42,000</b>  | <b>\$73,000</b>  | <b>\$73,000</b>  |
| <i>Net Revenue w/ 30-Mins Free</i>       | <b>\$12,578</b>  | <b>\$41,578</b>  | <b>\$140,578</b> | <b>\$310,578</b> |

### Assumes No General Fund Contribution

|  | 2020               | 2021             | 2022*            | 2023             |
|--|--------------------|------------------|------------------|------------------|
| General Fund                             | \$0                | \$0              | \$0              | \$0              |
| Parking Revenue                          | \$530,000          | \$530,000        | \$905,000        | \$905,000        |
| <i>Gross Revenue</i>                     | <b>\$530,000</b>   | <b>\$530,000</b> | <b>\$905,000</b> | <b>\$905,000</b> |
| One-Time Capital Expense                 | \$243,000          | \$0              | \$170,000        | \$0              |
| Outsourced Management                    | \$232,422          | \$232,422        | \$307,422        | \$307,422        |
| Parking Division Base Budget             | \$214,000          | \$214,000        | \$214,000        | \$214,000        |
| <i>Expenses</i>                          | <b>\$689,422</b>   | <b>\$446,422</b> | <b>\$691,422</b> | <b>\$521,422</b> |
| <i>Net Revenue</i>                       | <b>(\$159,422)</b> | <b>\$83,578</b>  | <b>\$213,578</b> | <b>\$383,578</b> |
| <i>Cost of 30-Min Free for Residents</i> | <b>\$42,000</b>    | <b>\$42,000</b>  | <b>\$73,000</b>  | <b>\$73,000</b>  |
| <i>Net Revenue w/ 30-Mins Free</i>       | <b>(\$201,422)</b> | <b>\$41,578</b>  | <b>\$140,578</b> | <b>\$310,578</b> |

\*2022 one-time capital costs estimated as 70% of 2020 one-time capital costs to account for increasing from 702 to 1,200 paid parking stalls; Infrastructure/IT/Finance/Maintenance annual costs also increased by 70%.

## Scenario C – Net Revenue Analysis

### IN-HOUSE MANAGEMENT

#### Assumes General Fund Contribution (2020 ONLY)

|  | 2020             | 2021             | 2022*            | 2023             |
|--|------------------|------------------|------------------|------------------|
| General Fund                             | \$214,000        | \$0              | \$0              | \$0              |
| Parking Revenue                          | \$577,000        | \$577,000        | \$986,000        | \$986,000        |
| <i>Gross Revenue</i>                     | <b>\$791,000</b> | <b>\$577,000</b> | <b>\$986,000</b> | <b>\$986,000</b> |
| One-Time Capital Expense                 | \$243,000        | \$0              | \$170,000        | \$0              |
| In-House Management                      | \$215,948        | \$215,948        | \$290,948        | \$290,948        |
| Parking Division Base Budget             | \$214,000        | \$214,000        | \$214,000        | \$214,000        |
| <i>Expenses</i>                          | <b>\$672,948</b> | <b>\$429,948</b> | <b>\$674,948</b> | <b>\$504,948</b> |
| <i>Net Revenue</i>                       | <b>\$118,052</b> | <b>\$147,052</b> | <b>\$311,052</b> | <b>\$481,052</b> |
| <i>Cost of 30-Min Free for Residents</i> | <b>\$42,000</b>  | <b>\$42,000</b>  | <b>\$73,000</b>  | <b>\$73,000</b>  |
| <i>Net Revenue w/ 30-Mins Free</i>       | <b>\$76,052</b>  | <b>\$105,052</b> | <b>\$238,052</b> | <b>\$408,052</b> |

#### Assumes No General Fund Contribution

|  | 2020               | 2021             | 2022*            | 2023             |
|--|--------------------|------------------|------------------|------------------|
| General Fund                             | \$0                | \$0              | \$0              | \$0              |
| Parking Revenue                          | \$577,000          | \$577,000        | \$986,000        | \$986,000        |
| <i>Gross Revenue</i>                     | <b>\$577,000</b>   | <b>\$577,000</b> | <b>\$986,000</b> | <b>\$986,000</b> |
| One-Time Capital Expense                 | \$243,000          | \$0              | \$170,000        | \$0              |
| Outsourced Management                    | \$215,948          | \$215,948        | \$290,948        | \$290,948        |
| Parking Division Base Budget             | \$214,000          | \$214,000        | \$214,000        | \$214,000        |
| <i>Expenses</i>                          | <b>\$672,948</b>   | <b>\$429,948</b> | <b>\$674,948</b> | <b>\$504,948</b> |
| <i>Net Revenue</i>                       | <b>(\$95,948)</b>  | <b>\$147,052</b> | <b>\$311,052</b> | <b>\$481,052</b> |
| <i>Cost of 30-Min Free for Residents</i> | <b>\$42,000</b>    | <b>\$42,000</b>  | <b>\$73,000</b>  | <b>\$73,000</b>  |
| <i>Net Revenue w/ 30-Mins Free</i>       | <b>(\$137,948)</b> | <b>\$105,052</b> | <b>\$238,052</b> | <b>\$408,052</b> |

\*2022 one-time capital costs estimated as 70% of 2020 one-time capital costs to account for increasing from 702 to 1,200 paid parking stalls; Infrastructure/IT/Finance/Maintenance annual costs also increased by 70%.

## OUTSOURCED MANAGEMENT

### Assumes General Fund Contribution (2020 ONLY)

|  | 2020             | 2021             | 2022*            | 2023             |
|--|------------------|------------------|------------------|------------------|
| General Fund                             | \$214,000        | \$0              | \$0              | \$0              |
| Parking Revenue                          | \$577,000        | \$577,000        | \$986,000        | \$986,000        |
| <i>Gross Revenue</i>                     | <b>\$791,000</b> | <b>\$577,000</b> | <b>\$986,000</b> | <b>\$986,000</b> |
| One-Time Capital Expense                 | \$243,000        | \$0              | \$170,000        | \$0              |
| Outsourced Management                    | \$232,422        | \$232,422        | \$307,422        | \$307,422        |
| Parking Division Base Budget             | \$214,000        | \$214,000        | \$214,000        | \$214,000        |
| <i>Expenses</i>                          | <b>\$689,422</b> | <b>\$446,422</b> | <b>\$691,422</b> | <b>\$521,422</b> |
| <i>Net Revenue</i>                       | <b>\$101,578</b> | <b>\$130,578</b> | <b>\$294,578</b> | <b>\$464,578</b> |
| <i>Cost of 30-Min Free for Residents</i> | <b>\$42,000</b>  | <b>\$42,000</b>  | <b>\$73,000</b>  | <b>\$73,000</b>  |
| <i>Net Revenue w/ 30-Mins Free</i>       | <b>\$59,578</b>  | <b>\$88,578</b>  | <b>\$221,578</b> | <b>\$391,578</b> |

### Assumes No General Fund Contribution

|  | 2020               | 2021             | 2022*            | 2023             |
|--|--------------------|------------------|------------------|------------------|
| General Fund                             | \$0                | \$0              | \$0              | \$0              |
| Parking Revenue                          | \$577,000          | \$577,000        | \$986,000        | \$986,000        |
| <i>Gross Revenue</i>                     | <b>\$577,000</b>   | <b>\$577,000</b> | <b>\$986,000</b> | <b>\$986,000</b> |
| One-Time Capital Expense                 | \$243,000          | \$0              | \$170,000        | \$0              |
| Outsourced Management                    | \$232,422          | \$232,422        | \$307,422        | \$307,422        |
| Parking Division Base Budget             | \$214,000          | \$214,000        | \$214,000        | \$214,000        |
| <i>Expenses</i>                          | <b>\$689,422</b>   | <b>\$446,422</b> | <b>\$691,422</b> | <b>\$521,422</b> |
| <i>Net Revenue</i>                       | <b>(\$112,422)</b> | <b>\$130,578</b> | <b>\$294,578</b> | <b>\$464,578</b> |
| <i>Cost of 30-Min Free for Residents</i> | <b>\$42,000</b>    | <b>\$42,000</b>  | <b>\$73,000</b>  | <b>\$73,000</b>  |
| <i>Net Revenue w/ 30-Mins Free</i>       | <b>(\$154,422)</b> | <b>\$88,578</b>  | <b>\$221,578</b> | <b>\$391,578</b> |

\*2022 one-time capital costs estimated as 70% of 2020 one-time capital costs to account for increasing from 702 to 1,200 paid parking stalls; Infrastructure/IT/Finance/Maintenance annual costs also increased by 70%.

## Scenario D – Net Revenue Analysis

### IN-HOUSE MANAGEMENT

#### Assumes General Fund Contribution (2020 ONLY)

|  | 2020             | 2021             | 2022*            | 2023             |
|--|------------------|------------------|------------------|------------------|
| General Fund                             | \$214,000        | \$0              | \$0              | \$0              |
| Parking Revenue                          | \$539,000        | \$539,000        | \$921,000        | \$921,000        |
| <i>Gross Revenue</i>                     | <b>\$753,000</b> | <b>\$539,000</b> | <b>\$921,000</b> | <b>\$921,000</b> |
| One-Time Capital Expense                 | \$243,000        | \$0              | \$170,000        | \$0              |
| In-House Management                      | \$215,948        | \$215,948        | \$290,948        | \$290,948        |
| Parking Division Base Budget             | \$214,000        | \$214,000        | \$214,000        | \$214,000        |
| <i>Expenses</i>                          | <b>\$672,948</b> | <b>\$429,948</b> | <b>\$674,948</b> | <b>\$504,948</b> |
| <i>Net Revenue</i>                       | <b>\$80,052</b>  | <b>\$109,052</b> | <b>\$246,052</b> | <b>\$416,052</b> |
| <i>Cost of 30-Min Free for Residents</i> | <b>\$42,000</b>  | <b>\$42,000</b>  | <b>\$73,000</b>  | <b>\$73,000</b>  |
| <i>Net Revenue w/ 30-Mins Free</i>       | <b>\$38,052</b>  | <b>\$67,052</b>  | <b>\$173,052</b> | <b>\$343,052</b> |

#### Assumes No General Fund Contribution

|  | 2020               | 2021             | 2022*            | 2023             |
|--|--------------------|------------------|------------------|------------------|
| General Fund                             | \$0                | \$0              | \$0              | \$0              |
| Parking Revenue                          | \$539,000          | \$539,000        | \$921,000        | \$921,000        |
| <i>Gross Revenue</i>                     | <b>\$539,000</b>   | <b>\$539,000</b> | <b>\$921,000</b> | <b>\$921,000</b> |
| One-Time Capital Expense                 | \$243,000          | \$0              | \$170,000        | \$0              |
| Outsourced Management                    | \$215,948          | \$215,948        | \$290,948        | \$290,948        |
| Parking Division Base Budget             | \$214,000          | \$214,000        | \$214,000        | \$214,000        |
| <i>Expenses</i>                          | <b>\$672,948</b>   | <b>\$429,948</b> | <b>\$674,948</b> | <b>\$504,948</b> |
| <i>Net Revenue</i>                       | <b>(\$133,948)</b> | <b>\$109,052</b> | <b>\$246,052</b> | <b>\$416,052</b> |
| <i>Cost of 30-Min Free for Residents</i> | <b>\$42,000</b>    | <b>\$42,000</b>  | <b>\$73,000</b>  | <b>\$73,000</b>  |
| <i>Net Revenue w/ 30-Mins Free</i>       | <b>(\$175,948)</b> | <b>\$67,052</b>  | <b>\$173,052</b> | <b>\$343,052</b> |

\*2022 one-time capital costs estimated as 70% of 2020 one-time capital costs to account for increasing from 702 to 1,200 paid parking stalls; Infrastructure/IT/Finance/Maintenance annual costs also increased by 70%.

## OUTSOURCED MANAGEMENT

### Assumes General Fund Contribution (2020 ONLY)

|  | 2020             | 2021             | 2022*            | 2023             |
|--|------------------|------------------|------------------|------------------|
| General Fund                             | \$214,000        | \$0              | \$0              | \$0              |
| Parking Revenue                          | \$539,000        | \$539,000        | \$921,000        | \$921,000        |
| <i>Gross Revenue</i>                     | <b>\$753,000</b> | <b>\$539,000</b> | <b>\$921,000</b> | <b>\$921,000</b> |
| One-Time Capital Expense                 | \$243,000        | \$0              | \$170,000        | \$0              |
| Outsourced Management                    | \$232,422        | \$232,422        | \$307,422        | \$307,422        |
| Parking Division Base Budget             | \$214,000        | \$214,000        | \$214,000        | \$214,000        |
| <i>Expenses</i>                          | <b>\$689,422</b> | <b>\$446,422</b> | <b>\$691,422</b> | <b>\$521,422</b> |
| <i>Net Revenue</i>                       | <b>\$63,578</b>  | <b>\$92,578</b>  | <b>\$229,578</b> | <b>\$399,578</b> |
| <i>Cost of 30-Min Free for Residents</i> | <b>\$42,000</b>  | <b>\$42,000</b>  | <b>\$73,000</b>  | <b>\$73,000</b>  |
| <i>Net Revenue w/ 30-Mins Free</i>       | <b>\$21,578</b>  | <b>\$50,578</b>  | <b>\$156,578</b> | <b>\$326,578</b> |

### Assumes No General Fund Contribution

|  | 2020               | 2021             | 2022*            | 2023             |
|--|--------------------|------------------|------------------|------------------|
| General Fund                             | \$0                | \$0              | \$0              | \$0              |
| Parking Revenue                          | \$539,000          | \$539,000        | \$921,000        | \$921,000        |
| <i>Gross Revenue</i>                     | <b>\$539,000</b>   | <b>\$539,000</b> | <b>\$921,000</b> | <b>\$921,000</b> |
| One-Time Capital Expense                 | \$243,000          | \$0              | \$170,000        | \$0              |
| Outsourced Management                    | \$232,422          | \$232,422        | \$307,422        | \$307,422        |
| Parking Division Base Budget             | \$214,000          | \$214,000        | \$214,000        | \$214,000        |
| <i>Expenses</i>                          | <b>\$689,422</b>   | <b>\$446,422</b> | <b>\$691,422</b> | <b>\$521,422</b> |
| <i>Net Revenue</i>                       | <b>(\$150,422)</b> | <b>\$92,578</b>  | <b>\$229,578</b> | <b>\$399,578</b> |
| <i>Cost of 30-Min Free for Residents</i> | <b>\$42,000</b>    | <b>\$42,000</b>  | <b>\$73,000</b>  | <b>\$73,000</b>  |
| <i>Net Revenue w/ 30-Mins Free</i>       | <b>(\$192,422)</b> | <b>\$50,578</b>  | <b>\$156,578</b> | <b>\$326,578</b> |

\*2022 one-time capital costs estimated as 70% of 2020 one-time capital costs to account for increasing from 702 to 1,200 paid parking stalls; Infrastructure/IT/Finance/Maintenance annual costs also increased by 70%.

## Scenario E – Net Revenue Analysis

### IN-HOUSE MANAGEMENT

#### Assumes General Fund Contribution (2020 ONLY)

|  | 2020             | 2021             | 2022*            | 2023             |
|--|------------------|------------------|------------------|------------------|
| General Fund                             | \$214,000        | \$0              | \$0              | \$0              |
| Parking Revenue                          | \$550,000        | \$550,000        | \$941,000        | \$941,000        |
| <i>Gross Revenue</i>                     | <b>\$764,000</b> | <b>\$550,000</b> | <b>\$941,000</b> | <b>\$941,000</b> |
| One-Time Capital Expense                 | \$243,000        | \$0              | \$170,000        | \$0              |
| In-House Management                      | \$215,948        | \$215,948        | \$290,948        | \$290,948        |
| Parking Division Base Budget             | \$214,000        | \$214,000        | \$214,000        | \$214,000        |
| <i>Expenses</i>                          | <b>\$672,948</b> | <b>\$429,948</b> | <b>\$674,948</b> | <b>\$504,948</b> |
| <i>Net Revenue</i>                       | <b>\$91,052</b>  | <b>\$120,052</b> | <b>\$266,052</b> | <b>\$436,052</b> |
| <i>Cost of 30-Min Free for Residents</i> | <b>\$64,000</b>  | <b>\$64,000</b>  | <b>\$109,000</b> | <b>\$109,000</b> |
| <i>Net Revenue w/ 30-Mins Free</i>       | <b>\$27,052</b>  | <b>\$56,052</b>  | <b>\$157,052</b> | <b>\$327,052</b> |

#### Assumes No General Fund Contribution

|  | 2020               | 2021             | 2022*            | 2023             |
|--|--------------------|------------------|------------------|------------------|
| General Fund                             | \$0                | \$0              | \$0              | \$0              |
| Parking Revenue                          | \$550,000          | \$550,000        | \$941,000        | \$941,000        |
| <i>Gross Revenue</i>                     | <b>\$550,000</b>   | <b>\$550,000</b> | <b>\$941,000</b> | <b>\$941,000</b> |
| One-Time Capital Expense                 | \$243,000          | \$0              | \$170,000        | \$0              |
| Outsourced Management                    | \$215,948          | \$215,948        | \$290,948        | \$290,948        |
| Parking Division Base Budget             | \$214,000          | \$214,000        | \$214,000        | \$214,000        |
| <i>Expenses</i>                          | <b>\$672,948</b>   | <b>\$429,948</b> | <b>\$674,948</b> | <b>\$504,948</b> |
| <i>Net Revenue</i>                       | <b>(\$122,948)</b> | <b>\$120,052</b> | <b>\$266,052</b> | <b>\$436,052</b> |
| <i>Cost of 30-Min Free for Residents</i> | <b>\$64,000</b>    | <b>\$64,000</b>  | <b>\$109,000</b> | <b>\$109,000</b> |
| <i>Net Revenue w/ 30-Mins Free</i>       | <b>(\$186,948)</b> | <b>\$56,052</b>  | <b>\$157,052</b> | <b>\$327,052</b> |

\*2022 one-time capital costs estimated as 70% of 2020 one-time capital costs to account for increasing from 702 to 1,200 paid parking stalls; Infrastructure/IT/Finance/Maintenance annual costs also increased by 70%.

## OUTSOURCED MANAGEMENT

### Assumes General Fund Contribution (2020 ONLY)

|  | 2020             | 2021             | 2022*            | 2023             |
|--|------------------|------------------|------------------|------------------|
| General Fund                             | \$214,000        | \$0              | \$0              | \$0              |
| Parking Revenue                          | \$550,000        | \$550,000        | \$941,000        | \$941,000        |
| <i>Gross Revenue</i>                     | <b>\$764,000</b> | <b>\$550,000</b> | <b>\$941,000</b> | <b>\$941,000</b> |
| One-Time Capital Expense                 | \$243,000        | \$0              | \$170,000        | \$0              |
| Outsourced Management                    | \$232,422        | \$232,422        | \$307,422        | \$307,422        |
| Parking Division Base Budget             | \$214,000        | \$214,000        | \$214,000        | \$214,000        |
| <i>Expenses</i>                          | <b>\$689,422</b> | <b>\$446,422</b> | <b>\$691,422</b> | <b>\$521,422</b> |
| <i>Net Revenue</i>                       | <b>\$74,578</b>  | <b>\$103,578</b> | <b>\$249,578</b> | <b>\$419,578</b> |
| <i>Cost of 30-Min Free for Residents</i> | <b>\$64,000</b>  | <b>\$64,000</b>  | <b>\$109,000</b> | <b>\$109,000</b> |
| <i>Net Revenue w/ 30-Mins Free</i>       | <b>\$10,578</b>  | <b>\$39,578</b>  | <b>\$140,578</b> | <b>\$310,578</b> |

### Assumes No General Fund Contribution

|  | 2020               | 2021             | 2022*            | 2023             |
|--|--------------------|------------------|------------------|------------------|
| General Fund                             | \$0                | \$0              | \$0              | \$0              |
| Parking Revenue                          | \$550,000          | \$550,000        | \$941,000        | \$941,000        |
| <i>Gross Revenue</i>                     | <b>\$550,000</b>   | <b>\$550,000</b> | <b>\$941,000</b> | <b>\$941,000</b> |
| One-Time Capital Expense                 | \$243,000          | \$0              | \$170,000        | \$0              |
| Outsourced Management                    | \$232,422          | \$232,422        | \$307,422        | \$307,422        |
| Parking Division Base Budget             | \$214,000          | \$214,000        | \$214,000        | \$214,000        |
| <i>Expenses</i>                          | <b>\$689,422</b>   | <b>\$446,422</b> | <b>\$691,422</b> | <b>\$521,422</b> |
| <i>Net Revenue</i>                       | <b>(\$139,422)</b> | <b>\$103,578</b> | <b>\$249,578</b> | <b>\$419,578</b> |
| <i>Cost of 30-Min Free for Residents</i> | <b>\$64,000</b>    | <b>\$64,000</b>  | <b>\$109,000</b> | <b>\$109,000</b> |
| <i>Net Revenue w/ 30-Mins Free</i>       | <b>(\$203,422)</b> | <b>\$39,578</b>  | <b>\$140,578</b> | <b>\$310,578</b> |

\*2022 one-time capital costs estimated as 70% of 2020 one-time capital costs to account for increasing from 702 to 1,200 paid parking stalls; Infrastructure/IT/Finance/Maintenance annual costs also increased by 70%.

## Suggested revisions to TITLE 10 OF THE MUNICIPAL CODE (VEHICLES AND TRAFFIC)

- Chapter 10.04 **Model Traffic Code** should be reorganized to address only the Model Traffic Code elements (adoption, Violation, Fines, and speed). A meeting with the Municipal judge is recommended to explore progressive fine amounts for repeat violations. The EPMD empowers the judge to set parking fine amounts.
- A new chapter 10.06 **Parking** of the Municipal Code is recommended to contain all the existing parking rules and be updated to include the following new sections.
  - Overnight parking policies should be updated to consider some greater flexibility.
  - If moving to any form of progressive paid parking fees, the 3 hour time restriction signs could be removed.
  - Time limited parking (30-minutes and/or 1hour) should be retained at high-turnover civic facilities (post office, Town Hall, library, etc)
  - The Town role in managing electric vehicle charging stations needs clarified.
  - Authority to collect daily parking fees, and potentially partner with private parking lot owners, should be included. Possible language could be:
    - (a) No person shall park a vehicle in any parking space designated by the Town as a paid parking space without first obtaining a parking permit or paying the required fees for the amount of time the vehicle shall be parked.
    - (b) Parking fees amounts, applicable hours, and seasonal enforcement dates shall be established by Resolution approved by the Town Board. All required fees shall be paid by any method allowed by the Town, and may include paper bills, coins, credit cards, or other technology methods such as pay by cell phone, online prepaid parking, and permit validations.
    - (c) The Public Works Department, or its authorized designee, is authorized to enter into parking management partnerships with owners of private parking lots for the purpose of uniform management of the community parking resources where it is determined by the Parking and Transit Manager to be in the best interest of both the Town and the private parking lot owner.
  - Authority to issue parking permits and collect fees should be included. Possible language could be:



- (a) The Public Works Department, or its authorized designee, is authorized to issue parking permits and collect fee amounts approved by the Town Board through an adopted Resolution.
  - (b) Parking permits may limit the permittee to parking in specified locations without payment of any additional parking fees.
  - (c) The term of parking permits is limited to the annual paid parking season determined by Resolution approved by the Town Board.
  - (d) Parking permits are not transferable and may be assigned to a specific vehicle license plate number or a specific business owner.
  - (e) The issuance and use of parking permits shall be governed by written rules and regulations established by the Parking and Transit Manager and approved by the Town Board. Each permittee shall, upon issuance of a parking permit, receive a copy of these rules and regulations.
- Clarification should be included regarding spending any new parking revenue. Possible language: **Limitation on Spending.** Spending of any fees collected for daily parking, overnight parking, parking fines, and parking permits is limited to the administration, operation, and enhancement of the Town's public parking assets and related management parking management activities and transit services. Clear definition of where net revenues would be spent and prioritized is desired.
  - The existing ordinance only permits towing of vehicles illegally parking in loading zones or shuttle stops. This authority should be expanded to include removal of any illegally parked vehicle. Possible language in chapter 10.12: **Removal of Illegally Parked Vehicles.** Whenever any police officer or authorized parking enforcement official of the Town finds an unauthorized vehicle parked or standing in violation of any provision in this Title 10, such officer/official is authorized to cause the vehicle to be removed, and neither the officer/official nor anyone operating under his or her direction shall be liable for any damage to such vehicle occasioned by such removal.

## **Suggested content for a new Resolution if the Town Board wishes to authorize seasonal paid parking**

- An empowering ordinance should be adopted and referenced.
- Parking fee amounts, applicable locations, duration and daily hours of applicability could be set annually by the Town Board, or delegated to the Parking & Transit Manager within a range of values/dates/hours approved by the Town Board. Possible language:
  1. The parking fees in Estes Park shall be implemented and enforced for the 2020 visitation season commencing on June 1, 2020 and terminating on September 30, 2020 between the hours of 10am and 6pm each day.
  2. Daily parking fees shall be collected for 702 metered stalls, including Town Hall (249 stalls of 279 total stalls), Virginia (30 stalls), E. Riverside (43 stalls), Riverside (91 stalls), Weist (96 stalls of 141 total stalls), Post Office (93 of 99 stalls), Bond Park (83 stalls), and Tregent (17 stalls).
  3. Clarify that parking fees do not apply to stalls marked for disabled persons in these parking lots.
  4. Daily parking fees shall be \$X.XX per hour between the hours of X:XXam and X:XXpm.
  5. Determination of possible annual parking permit fees is complex and requires additional thought and public coordination. Any proposed rates and procedures should be handled in a separate Resolution considered in the first Quarter of 2020 so sufficient notice (and opportunity for input) can be provided to employers, and residents prior to the 2020 guest season.



**Transportation  
Advisory Board**

**To:** Honorable Mayor Jirsa  
Board of Trustees

**Through:** Town Administrator Machalek

**From:** Belle Morris, Chair, Transportation Advisory Board

**Date:** *October 8, 2019*

**RE:** *Downtown Parking Management Plan Phase I Results & Options for 2020*

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Mayor Jirsa, Administrator Machalek and Trustees:

The Transportation Advisory Board (TAB) recommends implementing Phase 2 of the Downtown Parking Management Plan (Initial Seasonal Paid Parking Implementation) in summer 2020.

TAB enthusiastically supports the valid data collection processes, which Public Works staff has provided to best inform decision-making. TAB members have participated in some data gathering to better understand what residents and visitors experience regarding parking and a possible future that could include seasonal paid parking. TAB members have attended meetings on the “Listening Tour”, which allowed residents to speak directly about their concerns and hopes regarding seasonal paid parking. After vigorous discussions and debate, TAB requests the Town Board adopt a progressive seasonal paid parking program, which encourages parking turn over for residents and visitors to have the opportunity to access Downtown while reducing cruising for available parking. TAB supports the stages of the Downtown Parking Management Plan, which encourages multi-modal transportation and protection of our unique clean mountain environment. To ensure resident support, TAB recommends the 2020 seasonal paid parking plan include free parking for residents, once per day, for 30 minutes. We appreciate the opportunity to provide these recommendations and appreciate the efforts of Town staff.

Phase II of the Downtown Parking Management Plan introduces seasonal paid parking as an important tool in managing traffic, reducing congestion and at the same time encouraging access through multi-modal options. TAB views seasonal paid parking as a way to influence driver decisions about where to park and for how long. Paid parking provides incentive to turn over a parking space so that additional residents and potential customers have the opportunity to be in Downtown using a car. While correlation between turn over and sales tax revenue is difficult to track, TAB uses the logic that if more people can access a parking space each day, there is a higher probability of actual sales in shops. Implementing seasonal paid parking allows a measured increase in access opportunity, unlike the barrier (encouraged by free parking) of one space

being used for a longer period of time (or all day) by a smaller number of users. If a driver seeks a long-term parking space (over 3 hours), they can choose to pay for this privilege or use a free periphery lot. With increased communication about parking options, drivers can plan in advance for their needs and choose what location is best for them. The long-term parker can avoid entering the downtown corridor and adding to the traffic congestion. Those seeking short-term parking may use the Estes Parking App for technology updates on availability.

Currently, visitors and residents, who drive into the Downtown corridor, cruise for available (free) parking, which adds to congestion, pollution and overall bad experiences. Smells of vehicle fumes and noise from traffic could easily place a person in a 300,000 populated Front Range city rather than our Rocky Mountain beautiful town. The managed paid parking approach will help drivers locate parking more efficiently and encourage an enjoyable walk or shuttle drive, if a periphery parking space is the option. Relying on free parking compromises multi-modal transportation options. Free parking encourages driving and pulls away from encouraging walking, riding a bike or taking transit when traveling to work or shop in the Downtown corridor. Affordable housing residents and J1 employees often need multi-modal transportation options for accessing employment downtown. We encourage the Town Board to make alternative transportation a priority to complement implementation of seasonal paid parking.

We support the 2019 Complete Streets Policy and its approach to design and planning that include all user experiences to the transportation network. We support the implementation of the 2018 Downtown Plan and its vision for prioritizing bicycles and pedestrian circulation as well as making parking and transit facilities easily accessible. The planned parking stages support the expectations of residents to provide safe, comfortable, and accessible multi-modal options identified in these important Town Board decisions.

TAB supports a robust plan for managing and creating additional residential and employee permits. We support staff efforts to establish safe, comfortable, accessible parking/transit options for employees. Employees working long hours and late shifts have unique needs compared to a morning shift person. TAB appreciates the wisdom of a measured approach when implementing the steps to managing parking. We have concern about disregarding stages of parking changes, especially when considering building an expensive parking infrastructure without a revenue source. TAB has concern for the likely unintended consequences of having a large supply of parking in downtown, when more affordable periphery lots are available now. We encourage utilizing the parking infrastructure the Town already has and support multi-modal transportation.

In conclusion, while enforcing time limits in parking lots and areas has demonstrated changes in turn over in parking, the increase in visitor numbers require a more robust management program. The phased approach recommended by the DPMP allows for adjustments and flexibility in pricing as well as education time for the public. TAB supports a progressive seasonal paid parking program that includes a strong multi-modal transportation option and we encourage the Town Board to consider moving to DPMP Phase II in 2020. We appreciate the opportunity to provide recommendations to the Board and we appreciate the Town staff's thorough efforts.



October 17, 2019

Honorable Mayor Jirsa and Town Trustees,

As a downtown stakeholder, the Estes Valley Library has appreciated being a part of the community-wide dialogue around parking and transit. Dependable access to the Library and its services is a core factor in our planning. Given the location of our facility and the volume of people who flow through its doors, we can confidently deliver feedback from the voices of those we serve and employ. After active listening and deliberation, we are supportive of many of the Town planner proposals. In particular, we believe the following key areas deserve attention:

- **A comprehensive transit solution.** Parking inventory and availability are one part of the plan. Transit services are equally necessary. We encourage further consideration of a comprehensive solution that includes parking AND robust, dedicated employee shuttle services, serving outside the accommodation areas. One service ameliorates the other, making both necessary components of a comprehensive solution. The Library would be among those eager to purchase a shuttle subscription to serve our employees, who could leave their cars at home on peak-season days.
- **Peak time paid parking.** The integration of paid parking into the overall plan is an understandable direction. We agree this can and should be balanced with options that serve the best interests of residents. We are supportive of integrating technology that will adjust paid times to match peak times, then reverts to unpaid parking when use falls below that capacity threshold.
- **'Cash-Out' parking model.** Once peak-pay is implemented, the Library is invested in more space availability for commercial customers as well as our own. Parking Cash-Out has been employed in a number of cities to incentivize employees to "cash out" of parking their cars in high-demand lot locations in favor of shuttling and other alternatives. The costs of the program are far less than the costs required to build and maintain new parking lots and garages. We owe it to our future – and to our commercial neighbors, dependent on customer foot traffic - to consider how such a model might successfully integrate into our downtown.
- **Dedicated library spaces.** The Library has long held a parking footprint in the main lot. Though these spaces have recently been reduced, the new layout of STAFF (Town/Library) and PATRON (Library) was largely successful, playing a positive role in accommodating patron use and staff outreach needs. The high-demand horseshoe Lot is best used for Elkhorn business customers. Dedicated free parking spaces for library patrons remains an important consideration. We welcome continued dialogue to assure the Library is able to provide its services effectively and that patron access is maintained.

We support a downtown experience made more logical, pleasant and stress-free by informed planning and the delivery of multi-modal transportation solutions. We look forward to being an active partner and participant towards a future where creative solutions yield outcomes that elevate everyone's quality of life. Thank you for your consideration.

Sincerely,

Claudine Perrault, Library Director

PO Box 1687 • 335 East Elkhorn Avenue • Estes Park, CO 80517  
970-586-8116 • [estesvalleylibrary.org](http://estesvalleylibrary.org)

**joe@amerivestrealty.com**

Oct 18, 2019,  
10:55 AM (3  
days ago)

to me

I think paid parking is a terrible idea, I'm already avoiding downtown due to the parking restrictions and will completely boycott YEAR ROUND if any paid parking is placed in this town.. 3 hr limit on all heavily used areas is enough, just enforce it... give permits to workers who qualify for full day parking where needed...

Local Resident,

**Joseph Ballarino**

President & CEO

Phone: (239) 280-5400

[Joe@AmerivestRealty.com](mailto:Joe@AmerivestRealty.com)



America's Real Estate Co.

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**Downtown parking changes**

**Linda Streck <wdmamsmom@gmail.com>**

Fri, Oct 18,  
2:59 PM (3  
days ago)

to me

I would appreciate your passing my comments along to Mayor Jirsa and the Trustees as part of their decision process regarding downtown parking changes.

Mayor and Trustees,

I wanted to share my support of moving forward with Phase II of the seasonal parking plan.

The parking structure has been a beautiful yet functional addition to the Town which addresses a great need during the summer/fall. However its full functionality won't be reached until the implementation of paid parking in the major downtown lots (Phase II) is complete. Once that is done, then people have the CHOICE ... do I want to pay a reasonable parking fee to park close, or do I want to walk a couple of blocks and not pay for parking? Users can make the CHOICE that is best for their own situation, be it financial conservancy or physical restrictions or limited time.

Many people come to the area to hike in the mountains ... compared to a multi-mile hike, a 2-4 block walk from the parking structure to downtown is minor.

The Trail-Gazette recently quoted Major Jirsa as having suggested " ... we wasted \$4 million on a parking structure ...". We need to make sure that isn't the case by motivating people to change their behavior, and that happens by being given choices with tradeoffs. Without implementing Phase II, then their choice is close and free or further and free, and nobody's behavior is going to change. The tradeoff needs to be the choice of close and PAY, or further and free - also known as Phase II.

I look forward to the Town moving forward with implementing the full plan.

Respectfully submitted,

Linda Streck  
Estes Park, CO

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**Paid Parking**  
**Vicki Alkire <[calkire@sprynet.com](mailto:calkire@sprynet.com)>**

Fri, Oct 18,  
5:05 PM (3  
days ago)

to me

To Whom It May Concern,

I have two thoughts about the parking issue. I understand that parking has been a huge issue for years and I appreciate that the town continues to look at ways to alleviate the problem. In fact, I was just thinking today that the next step to parking shortages may be to start charging for parking.

Although my first opinion doesn't solve the issue, I can't help but think that Visit Estes has caused some of the problem. VE has had an ongoing, aggressive advertising campaign to draw more and more visitors to Estes Park for several years now. More festivals and a farmer's market downtown have also been created to draw more visitors. Well, the explosion of tourists well into the Fall has proved that this campaign has been highly successful. The town is bursting! But, along with the success of drawing more visitors to Estes Park over the years the parking problem has exacerbated. So, this campaign, though successful, has me wondering why the town was so heavily promoted and why we would penalize those visitors who were drawn by said promotion by charging them parking. That seems unfair.

If paid parking is approved, my request would be for the town to issue permits for all residents in the Estes Valley to park free. It would be a hardship to be required to pay for parking as we do our business in town or patronize our local businesses and restaurants.

So, although the town board may have no other alternative but to charge visitors for parking, I would hope they would give local residents a pass.

Thank you for your consideration.

Sincerely,

Vicki Alkire  
Glen Haven, CO  
Sent from my iPad

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**Paid parking. Please forward to all town trustees.**  
**chris <cgr1952@hotmail.com>**

Sun, Oct 20,  
8:24 PM (12  
hours ago)

to me

During this past year I have visited several mountain towns that have adopted paid parking, with minor variations; Taos (NM), Breckenridge, Aspen and Idaho Springs. This change does not appear to have diminished tourist visitation in the least. If paid parking is adopted in Estes Park, revenue might be used to address traffic management problems with an eye toward making our town more pedestrian and bicycle friendly.

Having weighed the pros and cons, I enthusiastically support paid parking in Estes Park.

Christopher Reveley

EP, CO

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**owner of Inkwell & Brew / paid parking thoughts**  
**Kevin Reed <reed.kevinf@gmail.com>**

10:51 AM  
(2 hours  
ago)

to cbangs, eblackhurst, mcenac, pmartchink, kzornes, vsolesbee, me

To the Estes Park Board of Trustees:

Good morning, I'm Kevin Reed, proprietor of Inkwell & Brew, a stationery shop and coffee bar located downtown. I'm writing to express my full support of seasonal paid parking. My understanding based on my research is, the lot immediately behind my shop would be a paid lot for the high season. I have no problem with that. On hearing of this proposal my first thought was, "okay, this would work - but I would love to have a couple of spaces that were 15 or 30min free spots - for my many daily local, loyal customers who come in for coffee, so I don't lose those good folks". But my understanding is, the Board has already received the recommendation that a fee-free period be allotted (anywhere between 15min and an hour).



I support the idea that we need positive changes to address the parking situations we've seen in recent years. I understand this is a contentious topic, and I've heard that quite a few locals are upset. Fair enough. But as for my opinion as a shop owner, I support the issue.

I appreciate your time.

---

Kevin Reed  
Proprietor, Inkwell & Brew  
[kevin@inkwellbrew.com](mailto:kevin@inkwellbrew.com) / [reed.kevinf@gmail.com](mailto:reed.kevinf@gmail.com)

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## Parking Plan Comments

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Carlie Bangs <cbangs@estes.org>

Tue, Oct 22, 2019 at 1:05 PM

To: Town Clerk <townclerk@estes.org>, Travis Machalek <tmachalek@estes.org>

**Hello, please share my comments with the Mayor and Trustees prior to tonight's meeting.**

Mayor and Fellow Trustees,

Unfortunately, I have been diagnosed with the flu and am unable to attend tonight's meetings. I'm incredibly disappointed as topics being discussed are important. I hope I'm able to share my comments regarding the parking management plan and you're able to read them before tonight's meeting (and hopefully, they make a little sense as I'm writing this email while sick in bed). I'm hoping to still be able to attend Friday's final budget meeting, but I'll let you know as soon as possible.

I spent this morning going through the Parking Management plan and re-watching the study session from last meeting. As the liaison to the Transportation Advisory Committee, I was also able to attend October's meeting earlier in the month and hear their discussion after your feedback. I believe all of your questions or concerns will be adequately addressed this evening. While I have followed the Parking Management plan closely, the hiring of Vanessa, and the data gathering and solicitation of feedback that has happened this past year, I cannot speak more highly of the effort and work that has been put into implementing this plan unbiasedly and factually. After last year, the direction was to gather more data. While we are all able to go downtown and see the parking issues, or hear the concerns regarding parking from the perspective of locals and visitors, more data was needed in order for us to move forward. At the last study session, you can see how seriously that directive was taken by Vanessa. Her expertise and professional attitude in addressing our parking and transportation issues is a huge asset to our community. As always, we should be looking at different data across the board- feedback from the local community (overall they say congestion and parking are huge issues), Visit Estes Park feedback, feedback Vanessa has acquired through walking shop to shop downtown, and community surveys. Overall, there has been a very high level of engagement. Of course, we will always have individuals that disagree, but that's our responsibility to take feedback and make decisions based on the full picture of data and information that we have access to.

I think the individuals with the greatest concerns may find that paid parking will actually address their concerns. For example- Paid parking will push people out of staying downtown for long periods of time- actually if we have paid parking rather than our current time limited parking, individuals will be able to stay in their spot for longer periods of time. Another example, "My employees need close parking". It has been suggested that there be employee parking permits that individuals may be able to purchase at a low yearly fee. Also, and this is my personal opinion, I'd assume that as a business owner any close parking spots to my shop should be filled with paying customers, rather than employees. We can be smart about how we deal with these issues so employees, visitors, and locals can all be satisfied. I truly believe we have the answers to all the concerns, and as Trustees, WE need to continue to do our research and know how these decisions will affect future endeavors and projects. Procrastinating or delaying steps in plans that have been approved because we may have personal unease in moving forward, is not appropriate government. I hope that everyone has looked closely at the Parking Management plan, as approved, and votes appropriately informed.

I implore the board to accept the data and feedback that's been received and understand that the best course of action is to move forward on the Parking Management Plan, Stage 2 is an appropriate next step in continuing to manage our downtown congestion and MILLIONS of visitors that will most likely continue to grow.

I hope to feel better soon and get back to work. Thanks so much,

--

Carlie Bangs

Board of Trustees  
Town of Estes Park



Town Clerk <townclerk@estes.org>

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## Paid Parking

1 message

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**Susan Harris** <susalfish@aol.com>  
To: townclerk@estes.org

Mon, Oct 21, 2019 at 9:16 PM

As a year round long time resident of Estes Park, I am opposed to paid parking in Estes Park. The cost of implementing paid parking is too high and you have already stated that the town will make no money from it. Paid parking is annoying to visitors and could result in lower sales tax collection. It is annoying to locals. There are only a few events/days when parking is totally full...the parking garage rarely fills. We are a family tourist town and paid parking does not welcome families.

The town runs on sales tax, and yet the town government continues to come up with traffic patterns and parking options that discourage people from coming into town and spending their money. It would be nice if the town board and employees would realize that without tourists and their vacation dollars, our property taxes would increase and our services would decrease.

I vote no for paid parking.

Susan Harris  
1971 Sharon Court North  
Estes Park

Sent from my iPad



Town Clerk <townclerk@estes.org>

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## Paid parking!!

2 messages

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**Wynbrier Ltd - Wildlife Gallery** <wynbrier1@mindspring.com>  
Reply-To: Wynbrier Ltd - Wildlife Gallery <wynbrier1@mindspring.com>  
To: townclerk@estes.org

Wed, Oct 16, 2019 at 11:58 AM

To The Unworthy Town Board,

Do any of you really expect to get re-elected if you pass a paid parking policy? And you are going to waste how much money installing such a policy with signs and a collection system? (which the new board will have to undo once you folks are sent packing, which will be a cause I will put some money into.)

Larry Airgood (25 year resident)

970-586-4074

Visit us at [www.wynbrier.com](http://www.wynbrier.com)

See our video...go to YouTube and type: Wynbrier

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**Town Clerk** <TownClerk@estes.org>  
To: Trustees <trustees@estes.org>, Travis Machalek <TMACHALEK@estes.org>

Wed, Oct 16, 2019 at 5:09 PM

Hello All,

Please see the attached public comment received by the Clerk's Office.

Thank you,  
Kimberly

Town Clerk's Office  
170 MacGregor Avenue  
PO Box 1200  
Estes Park, CO 80517  
970-577-4777 (p)  
970-577-4770 (f)  
[townclerk@estes.org](mailto:townclerk@estes.org)

[Quoted text hidden]



# TOWN OF ESTES PARK

## Future Town Board Study Session Agenda Items October 22, 2019

### **November 12, 2019**

- Visit Estes Park Operating Plan

### **November 26, 2019**

- Downtown Estes Loop Quarterly Update

### **December 10, 2019**

- CANCELLED

### **Items Approved – Unscheduled:**

- Discussion with County Assessor regarding Assessment of Vacation Rentals
- Future of Human Resources Management – HR Strategic Plan
- Distributed Energy Discussion
- ADUs and Sue Ballou, Partnership for Age Friendly Communities
- Follow Up Discussion of Building Maintenance Code
- Fish Hatchery Property Discussion
- Transit Philosophy Discussion (Including Brown Route)
- Reverse Decriminalization of Municipal Code

### **Items for Town Board Consideration:**

- Facilities Master Plan – January 14, 2020